

IICA



Delegation in Saint Lucia

2018

ANNUAL REPORT

SAINT LUCIA

IICA's Contribution to the Development of
Agriculture and Rural Communities

AT A GLANCE:

IICA'S TECHNICAL COOPERATION IN SAINT LUCIA: 2018



INCREASE THE CONTRIBUTIONS OF THE AGRICULTURE SECTOR TO ECONOMIC GROWTH & SUSTAINABLE DEVELOPMENT

Building Managerial Capacity among Rural Women for the operation of the Anse Ger Processing Facility pg 8

Characterization of the Market and Economic Merit of an Organic Foods Industry in Saint Lucia pg 10



CONTRIBUTE TO THE WELL-BEING OF ALL RURAL DWELLERS

The Saltibus Food Forest Project: Capacity Building of Rural Community Group to Develop Commercial Opportunities pg 12

Helping Out Our Primary and Secondary Schools (HOOPSS) Phase 6 Pg 14



IMPROVE INTERNATIONAL AND REGIONAL TRADE FOR COUNTRIES IN THE REGION

Business and Trading Opportunities for Regional Agrifood Private Sector pg 15

Fostering Competitive Value Chains: Capacity Building in Governance for Producer Groups pg 16



INCREASE THE RESILIENCE OF RURAL AREAS AND AGRIFOOD SYSTEMS TO EXTREME EVENTS

Support to the Development of the Local Organic Industry: Organic Farmers Network pg 18

TABLE OF CONTENTS

Acronyms.....	i
Foreword.....	ii
Minister's Message.....	iii
Executive Summary.....	v
Introduction.....	1
PART I: The State Of Agriculture And Rural Life In Saint Lucia In 2017	3
1.1 Understanding Agriculture's Situation	3
1.1.1 Agriculture in the Domestic Economy.....	3
1.2.1 Agricultural Production.....	4
1.3.1 Trade in Agricultural Products.....	5
Part II: The National Technical Cooperation Agenda for 2018.....	6
Part III: Results and Outcomes from the 2018 Technical Cooperation Agenda	8
3.1 Improve the Productivity and Competitiveness of the Agriculture Sector	8
3.2 Strengthen Agriculture's Contribution to the Development of Rural Areas and to Rural Well-Being	12
3.2.1 Productivity & Sustainability of Family Agriculture for Food Security and the Rural Economy.....	12
3.3 Climate Change and Natural Resource Management.....	15
3.3.1 Natural Resources Management and Adaptation to Climate Change for Agriculture	15
3.4 Improving Agriculture's Contribution to Food Security	18
3.4.1 Comprehensive Management of Sanitary and Phyto-sanitary Risks for Resilient Agriculture	18
Part IV: Partnership 4 Progress.....	21

ACRONYMS

Acronyms: Technical Terms

ACP	African, Caribbean and Pacific
CAFY	Caribbean Agriculture Forum for Youth
CANROP	Caribbean Network of Rural Women Producers
SIDS	Small Island Developing States
EC\$	Eastern Caribbean States Dollars
GDP	Gross Domestic Product
MOU	Memorandum of Understanding
MTP	Medium Term Plan
US\$	United States Dollars

Acronyms: Institutions, Groups and Businesses

ARCTT	Alliance of Rural Communities in Trinidad and Tobago
CARDI	Caribbean Agricultural Research and Development Institute
CRESIAP	Regional Centre for Integrated Services in Protected Agriculture
CFL	Consolidated Foods Limited
FAO	United Nations Food and Agriculture Organization
IICA	Inter-American Institute for Cooperation on Agriculture
IFAD	International Fund for Agricultural Development
JOAM	Jamaica Organic Agriculture Movement
MAFPPNRC	Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives
DOSDEST	Department of Sustainable Development, Energy, Science and Technology
MTIB	Ministry of Tourism, Information and Broadcasting
OECS	Organization of Eastern Caribbean States
SAGARPA	Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food
SLAFY	Saint Lucia Agriculture Forum for Youth
SLNRWP	Saint Lucia Network of Rural Women Producers
SLRCS	Saint Lucia Ruminant Cooperative Society Limited (SLRCS)
Taiwan ICDF	Taiwan International Cooperation and Development Fund
UNDP GEF SGP	United Nations Development Program Global Environment Fund Small Grants Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean

Acronyms: Development Initiatives/Mechanisms

APP	Agricultural Policy Programme
AusAID	Australian Agency for International Development
BAM	Banana Accompanying Measures
EDF	European Development Fund
FonTC	Technical Cooperation Fund
HOOPSS	Helping Out Our Primary and Secondary Schools

FOREWORD

The Inter-American Institute for Cooperation on Agriculture (IICA) Delegation in Saint Lucia presents its Annual Report for 2018. IICA is a specialized agency within the Inter-American System whose mandate is to encourage, promote and support the efforts of its member states to develop their agricultural and rural sector. In this regard, we stand with the countries to confront the challenges faced by the sector at the national and sub-regional level, understanding that our efforts must be connected to a wider agenda for development of the Caribbean Region.



The purpose of this report is to show transparency and accountability to our major stakeholders in the agricultural sector and provide an overview of the main achievements of 2018. This annual report focuses on activities relating to productivity and growth in agro-enterprises, resilience, strengthening producer organizations, and agricultural health and food safety, in collaboration with local and international organizations. The Institute anticipates the continued close partnership and collaboration with the Ministry of Agriculture, Fisheries Physical Planning, Natural Resources and Cooperatives, the Organization of Eastern Caribbean States, the private sector, farmer organizations, international organizations, and women and youth organizations in executing the Institute's programme for 2018.

Our support is guided by a comprehensive Medium Term Plan (MTP) for 2018 – 2022 and an Annual Country Strategy (ACS); processes initiated under the leadership of IICA's Director General Dr Manuel Otero. Both the MTP and ACS recognize the role that agriculture plays in the socio-economic and development process and reflect IICA's positioning as a specialized agency providing efficient technical support in agriculture and rural development. To that end, the Institutes' operational strategy in Saint Lucia is aimed at increasing the contributions of the agriculture sector to economic growth and sustainable development, contribute to the well-being of all rural dwellers, improve international and regional trade, and increase the resilience of rural areas and agrifood systems to extreme events.

This perspective takes on a more strategic view by involving the countries in preparing IICA's position in the sector to improve its performance. It also augers well for the positioning of the Institute as a leader in adopting new approaches in the development of agriculture in the hemisphere with differentiated strategies towards the Caribbean region and the Eastern Caribbean sub-region.

We would like to thank all our stakeholders for their cooperation, support and trust during the period under review. Your cooperation and collaboration validates and enhances our work. As the Institute embarks on programmes for continued technical cooperation, we look forward to the continued commitment of all stakeholders in agriculture and rural sectors in Saint Lucia.

John H King
Representative in the ECS

MINISTER'S MESSAGE

It is my pleasure to once again congratulate and thank the Inter-American Institute for Cooperation on Agriculture (IICA), for its continuing support, expertise and inputs which are geared towards the overall development of the agricultural sector in Saint Lucia. On behalf of the Government of Saint Lucia which has always worked closely with this agency, I would like to acknowledge the past work which has been undertaken and express my gratitude, for the steadfast support of IICA.



IICA was established over seventy (70) years ago, to promote agricultural development and rural wellbeing among Member States. The ambitious organizational goals of IICA are extremely valid and relevant up to this present day and this is due to the organizations' continued commitment to update its goals and overall purpose in the agricultural sector. In the current global setting, where the operating environment is constantly changing and dynamic. Where many large organizations such as Compaq (once the largest sellers of PCs globally), Enron, Eastern Airlines and Woolworth have all collapsed, IICA is still vibrant and has become an essential stakeholder in the regional sector.

The reason for IICA's survival and growth in this sector whilst simple is sometimes undervalued. IICA has remained committed to producing the results and actions that are needed by its clients. Constant focus has been on the core principles of the organization, from institutional strengthening, capacity building, and development of public policies, to good corporate management and coordination of stakeholders. All of these core priorities and others, have evolved with time and experience and IICA constantly refines them based upon the various National priorities of its member states.

This past year, IICA's continued collaboration with the Government of Saint Lucia, has led to great achievements in several key areas of cooperation. Some of these areas of cooperation include greenhouse production, capacity building of Ministry staff, promoting greater involvement and participation of youth and women in agriculture, agri-enterprise development, support to agricultural producer groups and long term development planning for the sector. IICA has continued to assist in the modernization and growth of agro-industrial production and sought to increase the capacity and focus on international and regional trade of local products. At the same time, the organization is also seeking to increase resilience of local production markets, to the adverse effects of climate change and other environmental shocks, whilst strengthening and modernizing capacities for food health, safety and quality, and encouraging effective implementation of international standards.

IICA has always been a reliable and accessible partner, which can easily leverage the expertise and skills of its cadre of professionals, to provide meaningful assistance and opportunities to local stakeholders. This allows agricultural stakeholders the ability to acquire and benefit from existing/new skills, knowledge and capability upgrades. The Ministry benefited from the technical competence of IICA for agro-enterprise development with rural stakeholders - especially women and updated business planning for local groups. Support was also given to enhance/develop management structures, conduct key market research to assist in decision-making, facilitating access to development resources and creating new working relationships with other development agencies.

As a result, many Saint Lucian farmers, agro-processors, schools, youth and women, and other partner agencies have received direct benefits through IICA's interventions in collaboration with the Government of Saint Lucia. This model of cooperation is noteworthy as it reflects how close institutional alignment of work programmes technical officers, and the active pursuit of synergies can create added value within the agricultural sector.

Through its Annual Report and Accountability Seminar, IICA allows for ensuring and maintaining accountability to stakeholders. In this public forum, IICA is expressing its obligation and willingness to showcase to all stakeholders, its ability to account for its past actions and goals. If more organizations utilized this avenue the results and impact on the goals and outputs of such organization to their local stakeholders would be greatly enhanced. Therefore, the value of this Accountability Seminar can never be overstated and the Ministry of Agriculture and myself as Minister, are proud to be associated with this undertaking and honored to be a strategic partner with IICA.

On behalf of the Government of Saint Lucia, I would like to also take this opportunity to acknowledge and praise Dr. Manuel Otero Rodolfo, the Director General of IICA, for his constant dedication to the founding principles of the organization. I would also like to praise his hardworking and skilled employees, such as Mr. John King, as well as all the Staff of IICA delegation in Saint Lucia, for their unwavering support and continued high performance.

The work within the Agricultural sector which IICA accomplishes is vital for Saint Lucia, and regular events like this one help to ensure that the plans and goals which the organization undertakes are in synchronization with local stakeholders. I look forward to the continued benefits of long term collaboration with IICA that encourages growth and diversity in local communities and the economy.

Honourable Ezechiel Joseph

Minister for Agriculture, Fisheries, Physical Planning,
Natural Resources and Co-operatives

EXECUTIVE SUMMARY

In 2018, IICA directly implemented 7 technical programmes and activities relating to its strategic objectives, and provided technical cooperation products and services to another 5 local initiatives, including:

- Support to the development of the Roots and Tubers Value Chain (a project of the UN FAO) in collaboration with the MAFPPNRC, local bakeries and agro-processors, SLNRWP and Massy Stores St Lucia Limited;
- Implementation support to the Chief Tree Initiative: Connecting the Dots for a Safe Farm to School Network for Consumption of Organic Foods and Reducing Chronic Non-communicable diseases in Saint Lucia, in collaboration with the SLNRWP and Divine Orchards (funded by the UNDP GEF SGP);
- Implementation support to SLAFY on the project "The Development of Sustainable Eco-friendly Youth Aquaponics Facility which will be used as a Demonstration Farm for Teaching and Development of Aquaponics in Saint Lucia to help Contribute to Food and Nutritional Security" (funded by the UNDP GEF SGP);
- Implementation of the Climate Smart Greenhouse Project (funded by the UNDP GEF SGP);
- Support to the conceptualization and implementation of the People's Knowledge Fair in collaboration with WOAM, UNDP GEF SGP, UN FAO, Source Farms and JOAM.

Through these interventions IICA, in collaboration with its partners, helped realize gains in strategic thematic areas such as value chain integration and development, market development, improved market participation of micro-entrepreneurs (including women and youth), climate change adaptation, agro-tourism, sustainable livelihood development, and capacity building of primary actors in agricultural health and food safety, production coordination, group governance and enterprise management. The collaboration of the MAFPPNRC, ARCTT MTIB, SLAFY, SLNRWP, UNDP GEF SGP, The Embassy of Mexico in St Lucia, the Belle Vue Farmers' Cooperative, Source Farms and the JOAM and Massy Stores St Lucia are highlighted for their value-adding partnership which was instrumental in the implementation of our technical work in 2018. Facilitated collaborations for the Institute were made by the Taiwan ICDF for training in Local Characteristics Industries Development, and the UNDP for the Biodiversity and Ecosystem Services Network (BES-Net).

The predominant themes arising from our work in 2018 were supporting entrepreneurship and enterprise development, building value chain partnerships, improved group governance and managerial capabilities, as well as enhancing networking and collaboration with other support organizations and partners. This focus recognized the present challenges to sustainable development, socio-organizational and business functioning of stakeholder groups, as well as emerging opportunities for micro/small business development and employment creation. These are notable engines for economic development and require greater attention and collaboration to make effective and long-lasting interventions.

Technical cooperation was also an important element of the Institute's work in St Lucia in 2018. Particular attention was given to improving on existing mechanisms as well as building new partnerships for delivering technical cooperation services. These support partners and stakeholders have realized a shared outlook on agricultural development objectives of improving agriculture's capacity to better respond to opportunities for job creation, enterprise development, mobilization of efforts to mitigate and adapt to climate change and make better use of natural resources; improve the productivity and competitiveness of the agriculture sector; strengthen agriculture's contribution to the development of rural areas and the well-being of the rural population; and improve agriculture's contribution to food security.

Creating these avenues for engagement of local partners and actors is an important factor in IICA's technical cooperation that enhances the quality of implementation to the benefit of stakeholders in Saint Lucia.



*Focused on people – promoting competitiveness
and sustainable agriculture*
- IICA Annual Report 2018 -

INTRODUCTION

Invariably, there are a large number of demands for development of the agricultural sector including *inter alia* the need for access roads and other critical infrastructure, capacity building, local and export market development, agricultural standards, sustainable access to water and arable land, critical support services, and laboratory services. While the current global economic context presents a number of challenges to agriculture and rural development in a Small Island Developing State like Saint Lucia, opportunities also emerge. These opportunities require that the country be in a state of readiness to profit from/capitalize on them. Some of the challenges facing agriculture in Saint Lucia are intrinsic, such as its small size and the scarcity of exploitable natural resources. However, many of the more significant challenges stem from Saint Lucia's insertion into the global economy and its vulnerability to natural disasters and external economic shocks.

This reality warrants following areas of intervention may be prioritized including: value chain development of select high value agri-industries of strategic importance; building resilience of the agricultural sector to climate change; protected agriculture; integrated soil and water resource management; agricultural health and food safety as relates to trade facilitation; and strengthening institutional and technical capacity of the agricultural and rural sectors.

The message is clear: sustainable, long-term development requires development planning which maps development goals to actions and outcomes, and which seeks integrated solutions to effectively leverage available assets/resources as a whole and not in the traditional sectoral 'silo' approach. This transition requires a wide-ranging process of innovation that will develop new production, institutional, organizational and knowledge paradigms for meeting the challenges of competitiveness, inclusion and sustainability.

These insights are timely and relevant lessons for Saint Lucia as it continues to tackle the effects of the drastic decline in the banana industry, growing concerns over degradation of environmental and biodiversity resources, as well as developing sustainable livelihood options for its populace. These make a strong case for leveraging agriculture in the development context. What is then required is the strategic positioning of agriculture to perform this role.

This fact has seen a revitalized focus on and critical investment in to the agricultural sector contributing to several initiatives currently being undertaken by the Government of Saint Lucia to help boost productivity and growth. This includes making much needed capacity-building and capital investments, fostering a new generation of youth agri-entrepreneurs and promoting agribusiness value chain development, and maximizing the use of available development financing in sustainable interventions.

As a technical cooperation agency and partner in development for Saint Lucia, IICA remains committed to building the institutional and productive capacities of the agricultural sector in order to enhance the benefits of increased employment (especially in rural communities) expansion of income generation opportunities and food and nutrition security. For IICA this especially means,

inter alia, creating opportunities for youth and women participation and employment in agriculture, improving the socio-organisational and governance development of producer groups, developing market opportunities for productive agriculture sub-sectors, strengthening strategic partnerships and institutional relationships, and supporting the growing knowledge and innovation/technology intensity of agribusinesses to stimulate interest, investment and productivity in agriculture.

The proceeding report documents the contribution of IICA to the development of agriculture and rural life in Saint Lucia in 2018. The programme of work was executed in line with the IICA Country Strategy which in turn was guided by IICA's MTP 2018 – 2022 and the St Lucia Delegation's Annual Country Strategy, in response to the priorities agreed upon by the Government of Saint Lucia. The results achieved highlight the combined efforts of primary stakeholders in the agriculture sector and strategic partnerships towards a holistic approach to the development of agriculture and the rural milieu in Saint Lucia.



Focused on people – promoting competitiveness and sustainable agriculture
- IICA Annual Report 2018 -

PART I: THE STATE OF AGRICULTURE AND RURAL LIFE IN SAINT LUCIA IN 2018

1.1 UNDERSTANDING AGRICULTURE'S SITUATION

1.1.1 Agriculture in the Domestic Economy

The Agriculture sector saw real growth of 5.8% in 2018 (Economic and Social Review, 2018) with the sector's contribution to GDP estimated at 2.6% for 2018; a 25.7% growth over 2017 (Figures 1.a and 1.b). The sector's monetary contribution increase to an estimated EC\$ 94.1 million.

Fig 1(a) and 1(b) Agriculture's Contribution to GDP 2017 vs. 2018 (Constant Prices 2014-2018, EC\$ Millions)

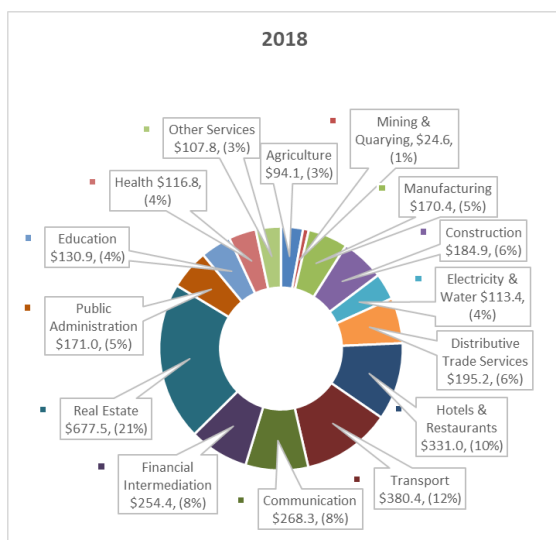
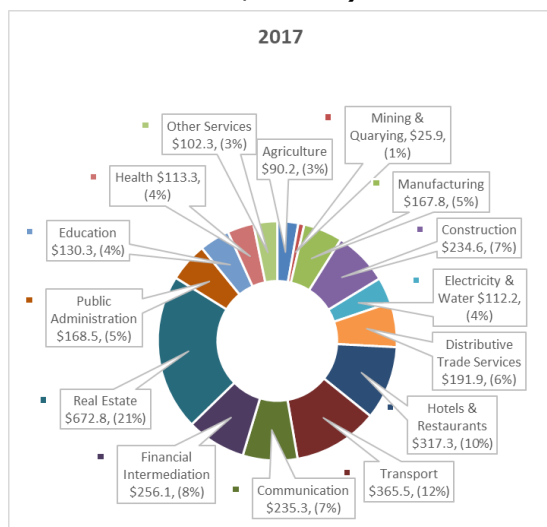
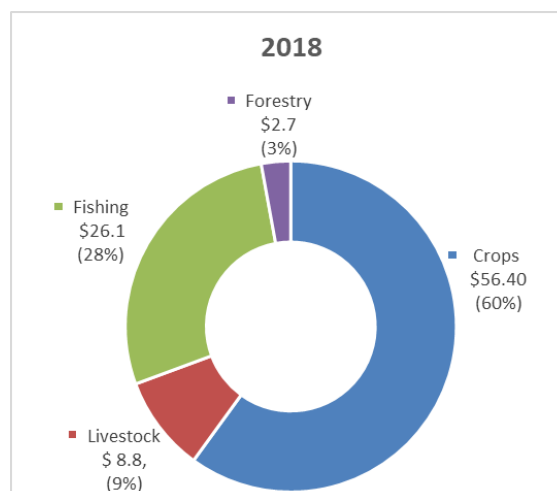
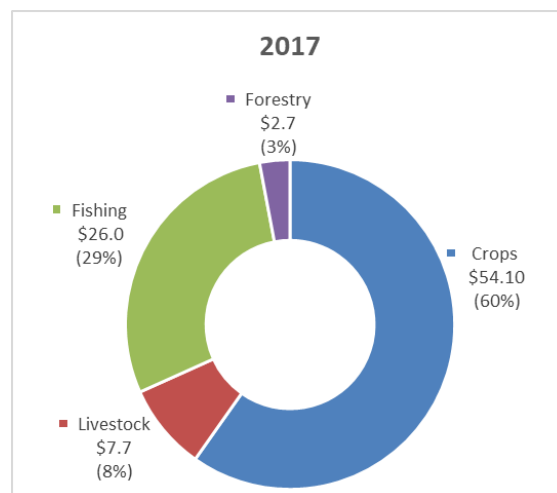


Fig 2(a) and 2(b) GDP Contribution of Major Agricultural Sub-Sectors 2017 vs. 2018 (Current Prices, EC\$ Millions)



Source: Ministry of Finance Saint Lucia, 2016 and MAFFPNRC, 2018

All agricultural sub-sectors recorded growth over 2017 with Livestock (14%), bananas (5.2%) and non-banana crops (4.5%) showing the highest percentage gains. Specific note is taken of the gains in non-banana crops relative to banana; EC \$27.6 million and EC \$28.8 million respectively, which is encouraging of diversification efforts.

1.2.1 Agricultural Production

1.2.1.1 Domestic Crop Production

A large number of commodities saw significant growth in production and value in 2018. The most notable commodities with improvements in production were grapefruit, tannia, sweet pepper, carrot and breadfruit (Table 1).

Table 1: Production Volume (tonnes) of Major Commodity Crops

Commodities	2014	2015	2016	2017	2018	Avg.: 2014- 2018	% change in production: 2017-2018	% change in unit value [EC\$/kg]: 2017-2018
Vegetables								
Cabbage	166	192	219	215	239	206	11	1
Cucumber	854	900	979	950	908	917	-4	5
Carrot	19	15	19	17	25	19	45	-1
Lettuce	196	204	196	202	201	200	-0.3	6
Okra	141	180	162	203	186	174	-8	-1
Sweet Pepper	204	258	227	188	274	230	46	-7
Tomato	304		267	240	315	281	32	-11
Condiments & Spices								
Hot Pepper	1	24	42	10	1	16	-87	-83
Ginger	15	14	21	22	19	18	-11	-10
Staples & Root Crops								
Banana	13,621	17,452	17,457	17,527	19,143	17,040	9	-3
Breadfruit	728	1,108	1,264	670	955	945	42	32
Dasheen	389	308	469	569	723	492	27	-16
Plantain	1921	2193	3049	1832	2,150	2,229	17	9
Sweet Potato	546	828	856	607	808	729	33	-7
Tannia	79	40	79	103	178	96	73	-15
Yam	623	197	583	597	736	547	23	-11
Fruit & Tree Crops								
Avocado	245	191	273	287	335	266	16	4
Grapefruit	798	937	831	413	875	771	112	-26
Lime	335	377	262	318	293	317	-8	4
Mango	795	1170	672	779	728	829	-7	3
Pineapple	56	60	87	84	79	73	-6	-0.03
Sweet Orange	384	454	364	297	310	362	4	4
Sour Sop	162	188	210	175	158	178	-10	-12

Source: MAFFPNRC 2019

Positive changes in unit value (EC\$/kg; 2016-2017) is the most important indicator of commodities with improving market attractiveness (that is, implied market receptivity and price appreciation associated with greater demand). The data suggests that breadfruit, plantain, coconut, lettuce, melon and cucumber had the highest appreciations in unit value in 2018 (Table 1). Other

commodities showing positive appreciation in value with increase in production include avocado, lime, sweet orange, mango, pumpkin and cabbage.

1.2.1.2 Domestic Livestock Production

There was an overall decrease in production volumes for all reported livestock commodities with table eggs and fish (landings) showing the most notable production declines from 2016 to 2017 (Table 2). However, value appreciations for fish (landings) are a positive indicator for continued investment by operators in these sub-sectors.

Table 2: Production Volume (tonnes; '000 dzn eggs) of Major Livestock Commodities

Commodities	2014	2015	2016	2017	2018	Avg.: 2014- 2018	% change in production: 2017-2018	% change in unit value [EC\$/kg/dzn]: 2017-2018
Fish (landings)	1,616	1,732	1,669	1,670	1,663	1,669	-2	0.2
Table eggs	1,472	1,626	1,330	1,384	1,738	1,497	31	31
Poultry (dressed)	1,824	2,251	2,175	1,973	2,184	2,072	0.4	5
Pork	199	207	205	189	207	199	1	1

1.3.1 Trade in Agricultural Products

Available data suggests that in 2018 agrifood imports and exports¹ as a percentage of total import and export were 4% and 20%, respectively (ITC Trade Map 2019). These values represent decreases in relative proportion of agrifood products in the import/export profile. The value of agri-food imports decreased by 49% from 2017. The value of agrifood exports also saw a decrease of 61% (Figure 3).

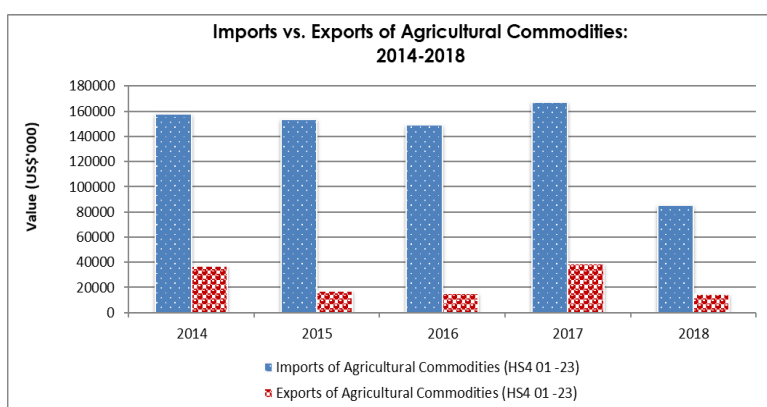


Fig 3: Import and Export of Agri-Food Commodities: 2013 -2016

Source: ITC Trade Map, 2019

¹ Characterized as HS 01- 23.



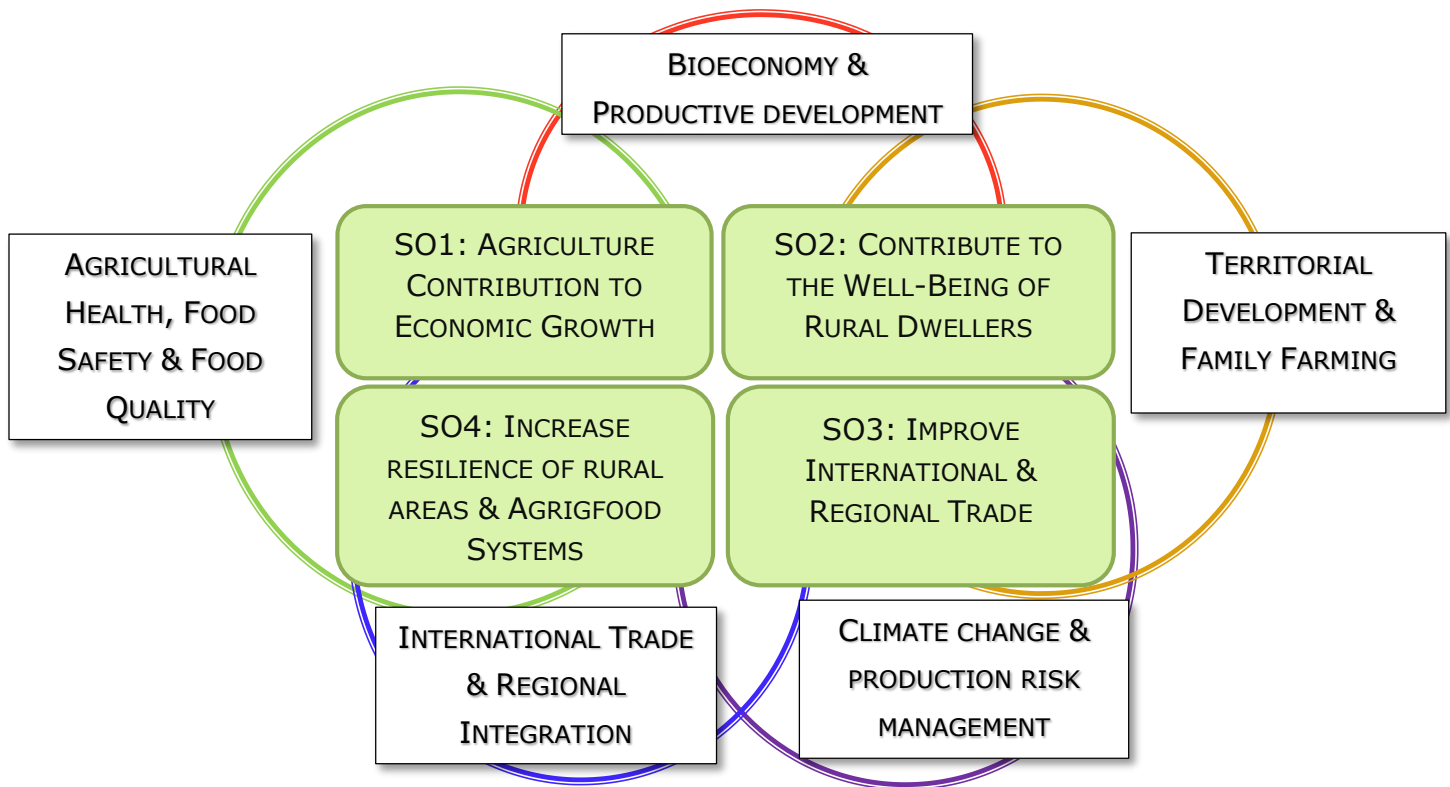
Focused on people – promoting competitiveness and sustainable agriculture
- IICA Annual Report 2018 -

PART II: THE NATIONAL TECHNICAL COOPERATION AGENDA FOR 2018

An illustration of IICA's National Technical Cooperation Agenda is presented below. It represents IICA's strategic outlook for development assistance in Saint Lucia. The nature and purpose of the development assistance is guided by four strategic objectives; namely, to:

1. Increase the contributions of the agriculture sector to economic growth and sustainable development;
2. Contribute to the well-being of all rural dwellers;
3. Improve international and regional trade for countries in the region;
4. Increase the resilience of rural areas and agrifood systems to extreme events;

Framework for IICA's Technical Cooperation Agenda in Saint Lucia



These objectives guide the specification of technical interventions which comprise the programme of work; a process that involves an intensive analysis of existing agricultural documents, statistics and policies, coupled with extensive consultations with agriculture and rural sector stakeholders including Government ministries, producer organizations, youth and women organizations, rural service-provider agencies, private sector entities and international organizations.

These are defined by five broad and inter-related areas of:

1. **Bioeconomy and Production Development** which addresses the need for modernization and growth of agro-industrial production as a primary strategy for economic development. It focuses on the utilization of biological resources, processes and/or intelligence to produce goods and services, and represents an avenue for creating new sustainable sources of economic and social growth through agricultural production.
2. **Territorial Development and Family Farming** where efforts are aimed at contributing to the creation of conditions for the design and participatory management of countries with focus on integrated area-based public policies for social, economic, and civic inclusion in relatively lesser developed rural areas where family farming is prevalent; sustainable development of family farming is promoted to increase its contribution to food and nutrition security and the rural economy.
3. **International Trade and Regional Integration** with focus on the capacity of an agricultural chain in all its links, to maintain sustained and lasting growth on domestic and international markets;
4. **Climate Change, Natural Resources and Management of Production Risks** which aims to increase the resilience of the agricultural systems in the member countries in order to address climate change and other environmental shocks by strengthening the institutional framework for innovation and risk management based on the principles of sustainable adaptation;
5. **Agricultural Health, Safety and Food Quality** with the aim of strengthening and modernizing capacities for food health, safety and quality, effective implementation of international standards for market access and participation, and improving response capacity to emergency situations.

These define IICA's technical work and form the framework within which impact is evaluated and reported on.



*Focused on people – promoting competitiveness
and sustainable agriculture
- IICA Annual Report 2018 -*

PART III: RESULTS AND OUTCOMES FROM THE 2018 TECHNICAL COOPERATION AGENDA

3.1 INCREASE THE CONTRIBUTIONS OF THE AGRICULTURE SECTOR TO ECONOMIC GROWTH AND SUSTAINABLE DEVELOPMENT

3.1.1 Competitiveness and Sustainability of Agricultural Chains for Food Security & Economic Development

- *Building Managerial Capacity among Rural Women for operation of the Anse Ger Processing Facility*

<i>Impacts > Innovation and extension to achieve sustainable productive intensification and food security in Family Farming</i>	
Challenge(s):	Weak knowledge and managerial capabilities of rural women towards more productive and profitable collaborative enterprises
Intervention(s):	Strengthen participatory association of family agriculture producers in sharing and building expertise
Results:	<ol style="list-style-type: none"> 1. Identified operation strategy and developed cost of production estimates for focal commodities; 2. Developed operational processes and procedures for management of stock, inventory, human resources, sales, and financial record-keeping; 3. Established two (2) new market linkages for focal commodity.
Lessons Learnt:	<ol style="list-style-type: none"> 1. Supporting rural stakeholder groups in developing their own working relations with new partners/contributors is important to building independence and self-governance capabilities; 2. The market facilitation function was the area most dependent on having strong external partners/supporters.

Under this activity, IICA supported the Micoud Cluster of the Saint Lucia Network of Rural Women Producers (SLNRWP) in building managerial competence, systems, and procedures for the operation of business activities at the Anse Ger Agroprocessing Facility which was intended for lease to the group (officially handed-over on February 24, 2019). Members of the Group had recognized that the utilization of the Anse Ger Agro-processing Facility could create an environment that is conducive to the agro-processing activities of the group and the Micoud community in general. This formed the principal objective of the group in its expression of interest to lease: to provide a critical function to enable better market access and participation for micro and small processors. IICA's support was requested to provide guidance to the Micoud Cluster of SLNRWP in developing the management processes, procedures and operational targets and guidelines for the profitable use of the Anse Ger agro-processing facility, as well as provide assistance in establishing market linkages. In addition to profitable operations, an approach for equitable accessible to members and community micro-processors was emphasized as an important success factor.



The activity focused on implementing good practices and actively building market relations. *Business Planning* was supported by partners Shernell Lionel of Project Management Plus (Pm+) and Gillian Goddard of the Alliance for Rural Communities in Trinidad and Tobago (ARCTT). Photos: IICA 2018

Project actions focused on a hands-on approach to developing and implementing simple-formatted management systems, as well as associating the same to managing clients/buyers. To that end, IICA contracted Project Management Plus (PM+) to work one-on-one with the Micoud Cluster representatives in developing appropriate management systems which entailed a participatory consultation for review of existing practices and capabilities to inform appropriate systems/procedures, evaluation of cost of production and operating costs for accurate target-setting and product pricing, and product development/demonstrations for engagement of new/regular buyers to develop needed cash flow for profitability. Focus was given to the Micoud Chocolate Company in a train-the-trainers approach since their operations were the most market-ready at the facility. This approach allowed for immediate application of designed practices to validate the same, as well as built core, transferable competencies within the group.

Engagements were conducted over a three-month period resulting in the development of new markets for the focal chocolate bars, two newly developed products, hosting of product tastings and customer engagement, and efficiency gains in production and management of operations.



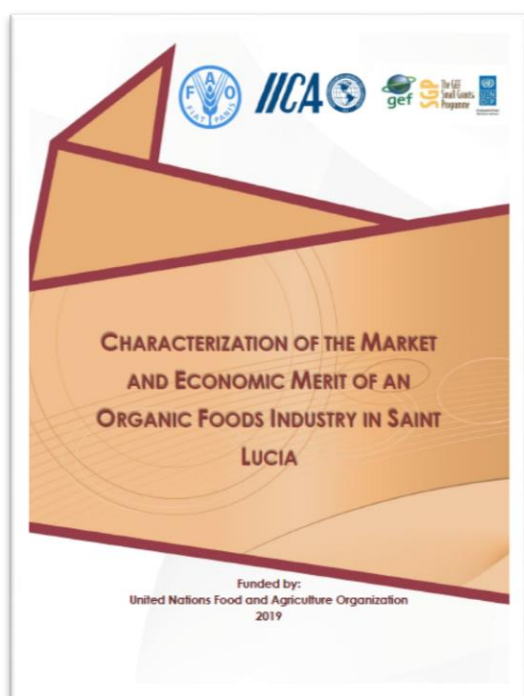
Product development and improvement works focused on driving down production costs for target market offerings and improving production capabilities.

Photos: IICA 2018

□ *Characterization of the Market and Economic Merit of an Organic Foods Industry in Saint Lucia*

Impacts > Public and Private institutions strengthen their technical capacities to support actors in the chain so as to improve access and increase linkage to markets, with emphasis on differentiated markets, value added and promising crops

Challenge(s):	Lack of specific/detailed information/intelligence to guide decision-making
Intervention(s):	Evaluation of the willingness to pay and indicative economic merit of developing a local organic market
Results:	1. Study completed characterizing a positive outlook on potential for a local organic market
Lessons Learnt:	1. While consumers have a favourable outlook on organic products, as with many other local agrifood commodities, concerted market development work is still lacking.



The improved availability of specific information/intelligence to guide decision-making in agriculture has substantial value. In providing technical support to the People’s Knowledge Fair (December 10 – 11 2018) hosted by the UNDP Global Environment Facility Small Grants Programme (UNDP GEF SGP) and Women on A Mission (WOAM), IICA led the conducting of market research to specify nature of demand for organic foods in Saint Lucia (market characterization); and generate various indicators of the comparative worth of investment in organic production/production of food in a manner that is socially and environmentally friendly and market development (economic merit).

The study ran for two (2) months between November to December 2018. Data was collected from various consumers from Castries, Anse-La-Raye, Soufriere, Gros-Islet and Vieux Fort between November 18 and December 8, 2018. A total of 178 persons were

interviewed (37.1% male, 62.9% female).

Key findings from the study were:

1. The persons most willing to pay a premium for organic commodities in Saint Lucia are male, of average income, residing in urban areas, from households ranging from two to four members, and are conscientious of labelling and packaging, authenticity, price, nutritional benefits and safeguarding the environment.

2. Consumers in Saint Lucia believe the most in general attributes associated with eating organic foods such as gains to health and forgone illness/doctor visits, superior taste and nutrient supply, and that it is less harmful to the environment;
3. Men have a higher probability of buying organic products than women (71% vs. 57%), although women are willing to pay higher premiums.
4. Consumers show a preference to more regular/frequent purchase of vegetables compared to fruits and green seasonings.
5. Price, quality and nutritional values are key factors in determining the supply and demand for organic foods.
6. Beet root, pumpkin, bell peppers, tomatoes, cabbages, local spinach and cucumbers are considered high-end commodities for the vegetable category; and mangoes, watermelon, strawberries, honeydew and grapes for the fruit product category. Green seasoning is generally considered a low-end organic product.
7. Consumers in Saint Lucia are most willing to pay between EC\$0.25 and EC\$1.00 for low end organic vegetables; EC\$0.50 – EC\$2.50 for high end organic vegetables; EC\$0.25 - EC\$1.00 for low-end organic fruits; EC\$0.50- EC\$3.50 for high-end organic fruits; and EC\$1.25/heap of organic green seasoning.
8. The surveyed consumers are strongly in favor of Government support in both promoting and protecting a local organic sector.
9. There exists potential for an organic foods market in St Lucia estimated at EC\$ 3 million.

The full study is available on the IICA Saint Lucia website: <http://tiny.cc/abgs7y>

3.2 CONTRIBUTE TO THE WELL-BEING OF ALL RURAL DWELLERS

3.2.1 Productivity & Sustainability of Family Agriculture for Food Security and the Rural Economy

- *The Saltibus Food Forest Project: Capacity Building of Rural Community Group to Develop Commercial Opportunities*

<i>Impact> Strengthening of Family-Farming associative processes for food security and rural economy</i>	
Challenge(s):	Weak organizational systems for facilitating enterprise development of producer groups/associations
Intervention(s):	1. Strengthen participatory association of family agriculture producers in sharing and building expertise
Results:	1. Built capacity in cocoa value-adding for sustainable rural community enterprise development; 2. Strengthened linkages between rural groups for peer-to-peer learning and knowledge leveraging.
Lessons Learnt:	1. Peer-to-peer learning mechanisms can be very effective in increasing the effectiveness of knowledge transfer, skill development and the adoption of good practices on governance and coordinating market arrangements

Over 2016 - 2017 the IICA Delegation in St Lucia supported capacity building using the Associative Internship methodology which is a peer-to-peer learning methodology for building capacity and accelerating adoption of good practices for group management and enterprise development. This project leveraged strategic relationships developed with the Alliance for Rural Communities in Trinidad and Tobago (ARCTT) to support an important element of the bioeconomy development paradigm for Saint Lucia in valorizing rural assets (namely biodiversity and terrestrial resources).

The activity in Saint Lucia focused on utilizing local biodiversity to support the creation of economic opportunities for rural community members. It was expected that this action would demonstrate approaches that incentivize sustainable utilization of biological resources in the rural milieu to generate new sources of economic and social growth through entrepreneurship and enterprise for rural stakeholders.

Field visits and assessments conducted between 15 August and 12 November 2018 with community stakeholders pointed to opportunities with cocoa, organic farming, apiculture and agro/eco-tourism as being those most in keeping with a community-based ecology management method (i.e. management approach that seeks to stabilize and preserve land, biodiversity and ecosystem services) coupled with elements of the associative internship methodology for peer-to-peer learning.



Assessments included Site Visits to map out local resources, inputs and skillsets available for enterprise development



Visits to the marketplace to understand offerings in the same product category



Building a Fermentation box: opportunity was taken to build relationship with skilled community members

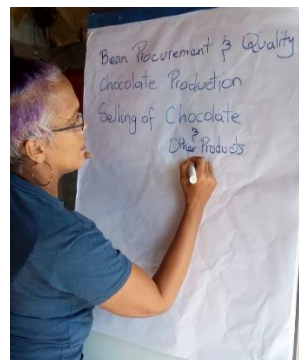
Photos: IICA 2018

Through meetings and consultations with group/community members, content for a Statement of Intent and Constitution was developed to give entity and operating guidelines for the group. Given market opportunity, prior capacity built with partners SLNRWP in cocoa value-added/processing, and other avenues for technical and resource mobilization (e.g. ICCO Fine-

Flavoured Cocoa Project and UWI Regionally Relevant Cocoa Equipment Project) cocoa was settled on as a most expedient opportunity for exploration. Specific examination of commodity offerings in the market was also done to inform product development leading to consensus on commodities for which there would be both local and foreign (i.e. tourist) demand, and for which local offerings in the commodity segment were as yet unavailable. This process led to consensus on drinking chocolate and couverture as products with attractive margins and regular demand. These would be the focal commodities for the group in creating market presence and generating cash flow.

With support of partners at the ARCTT, capacity building engagements were hosted over 22 November to 7 December 2018. These focused on:

1. Group dynamics and coordination;
2. Business planning, specifically on product recipes, defining the minimal viable product for drinking chocolate (including market requirements for safety, labelling, etc.);
3. Establishing basic logistics/arrangements for raw material supply, processing, and operations management;



Product Planning and Development:

The activity provided support for the procurement of small equipment, tools and inputs that enabled product development.

Photos: IICA 2018

4. Procuring and installing cocoa fermentation box;
5. Developing prototype product
6. Market engagement with buyers on market acceptance for the prototype products;

At its outcome, the action led to the creation of the Beausoleil Agribusiness Group (BAG) and the Beausoleil Chocolate Company (BCC), the development of three (3) drinking chocolate products, two (2) interested buyers and the establishment of cooperative relationship between the SLNRWP Micoud Cluster and the BCC.

□ *Helping Out Our Primary and Secondary Schools (HOOPSS) Phase 6*

<i>Impact> Access and Linkage of Agricultural Chains to Markets</i>	
Challenge(s):	Limited participation of youth in agriculture
Intervention(s):	1. Strengthening school feeding systems and promoting good nutrition at the primary and secondary school levels
Results:	<ol style="list-style-type: none"> 1. Improved access of target schools to information, technical support and inputs for improved practical content to agricultural learning/education; 2. Increased production of food crops on school farms to support school feeding programmes; 3. Establishment of functional market linkages and operating arrangements at participating school farms;
Lessons Learnt:	1. Greater effort is needed in building tailored sustainability mechanisms within participating schools that reflect their divergent needs and uses of the project.

The Helping Out Our Primary and Secondary Schools (HOOPSS) project is a collaborative project initiated in 2007 between the Inter-American Institute for Collaboration on Agriculture (IICA) Delegation in Saint Lucia and the Saint Lucia Agricultural Forum for Youth (SLAFY) with support from Massy Stores Limited St Lucia. The project focuses on supporting school gardens/farms to provide input to their School Meals Programmes, raising revenue for school activities through sale of produce through a facilitated market arrangement with Massy Stores and local hotels/buyers, as well as educating on and encouraging youth participation in agriculture.

HOOPSS Phase 6 focused on re-equipping school gardens/farms with the intent of delivering these items in September of 2018 for the 2018-2019 academic year. Project-participating schools benefited from support



Students prepare the greenhouse for cultivation as part of their practical curriculum for Agriculture.

Photo: Anse Ger Secondary School, 2019

for functioning school farms, including provision of agricultural inputs, technical support to teachers, and educating of students on agriculture, farming practices and agricultural careers.

In addition, attention was given to encouraging higher levels of completion in school record-keeping with Gros Islet, Jon Odum, Choiseul, Anse Ger Secondary, Sir Ira Simmons and Leon Hess Secondary being the most consistent and complete record-keepers.



Putting Technical Cooperation to work: The support to schools around the island helps them in enriching the learning experience for agricultural science students.

Photos: IICA, 2018



The Programme demonstrates opportunities for both boys and girls in agriculture.

Photos: SCSS, 2018



A well-growing plot of lettuce at the Soufriere Comprehensive Secondary School (SCSS).

Photos: SCSS, 2018

3.3 IMPROVE INTERNATIONAL AND REGIONAL TRADE FOR COUNTRIES IN THE REGION

3.3.1 Support Regional Integration Processes and the Articulation of Trade Policy

□ *Business and Trading Opportunities for Regional Agrifood Private Sector*

<i>Impact> promote policies for the development of domestic markets that satisfy the needs of local consumers and facilitate regional integration</i>	
Challenge(s):	Poor understanding of trade facilitating mechanisms and their associated opportunities and challenges by private and public sector stakeholders
Intervention(s):	Dialogue forum between public and private sector stakeholders on trade and market access facilitation and challenges
Results:	1. Raised awareness among stakeholders of policies and mechanisms facilitating intra-regional trade
Lessons Learnt:	1. Multi-stakeholder discussion forums on trade facilitation and market access are very useful to clarifying and confirming the efficacy of application/ implementation mechanisms

On November 15th 2018 IICA, in collaboration with the Saint Lucia Chamber for Commerce, Industry and Agriculture hosted a one-day dialogue on business and trading opportunities for the regional agri-food private sector.

The workshop format presented on opportunities in the EU via the Economic Partnership Agreement (EPA) and the CARICOM market, as well as strategies for hurdling barriers to trade experienced in these markets. Private sector participants ranged from well-established multi-island operations to micro-processors. These participants were given opportunity to share on their experiences and clarify their expectations/suggestions on facilitated trade mechanisms.

The facilitation of the workshop was headed by Allister Glean, IICA International Specialist Agribusiness and Value Chains, and facilitated by Diana Francis, IICA International Specialist – Policy an Regional Programming, and Gregg Rawlins, IICA Representative in Trinidad and Tobago. At its outcome, a number of important trade and cross-border trade facilitation issues were discussed and itemized for focus by both the public and private sector to improve opportunities for freer trade.

□ *Fostering Competitive Value Chains: Capacity Building in Governance for Producer Groups*

Impacts > Public and Private institutions strengthen their technical capacities to support actors in the chain so as to improve access and increase linkage to markets, with emphasis on differentiated markets, value added and promising crops

Challenge(s):	Weak governance structures and processes within agricultural civil society organisations/groups (ACSOs) that limit organizational development
Intervention(s):	Capacity building of targeted agricultural civil society organisations/groups on development of strategic guides/plans and standard operating procedures for improved governance and management of socio-organisative goals
Expected Results:	1. Enhanced capacity of ACSOs members for group governance; 2. Improved strategic action and focus of ACSOs that facilitate more structured and sustainable governance and group development actions.
Contribution:	1. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains
Outcomes/ Outputs:	2. Built capacity of 12 representatives of ACSOs in developing standard operating procedures. 3. Developed strategic guides/plans and updated financial statements for 7 ACOS to support strategic actions and partner relations.
Lessons Learnt:	1. A systematic programme to support CSOs is needed to allow for collaboration of agencies in treating with capacity limitations of CSOs as well as improving strategic action for socio-organisative development

In 2017 IICA in collaboration with the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives conducted a number of engagements/consultations with

stakeholders and support agencies that bred consensus that there were several areas requiring intervention and the need for specificity to properly correct governance weaknesses in agricultural civil society and stakeholder organisations (ACSOs). To that end, the rationale for an assessment tool and methodology was developed with the aim of:

1. Providing an objective and systematic methodology for identifying governance and management challenges;
2. Supporting capacity development of support actors to improve governance and management competency
3. Supporting capacity building of CSOs in treating with identified challenges.

Summary reports were compiled and submitted to the participating CSOs and a meeting to review the findings and prioritized areas for action were conducted. Principally, the assessment uncovered the following key challenges:

1. Poor internal structures and procedures for governance and operation of commercial activities which undermine transparency and accountability of the groups;
2. Weaknesses in strategic planning and vision-setting which limits the ability of management to leverage socio-organisational and entrepreneurial opportunities;
3. A large proportion of informal administrative and operational processes and procedures which need to be written down and better specified to allow for organisational learning and reduced ambiguity/ad hoc action. Interestingly, in many cases effective administrative processes are already in place and administered by senior members/management with no written record for new/junior members to adopt;
4. Poor human resource development and benefit programmes which impact on longevity and commitment of members, as well as reduces the attractiveness of membership to potentials;
5. Human capacity limitations in management and membership in functional areas related to reporting, management and control.



Facilitator Euthalia Philgence guiding agricultural CSOs in the preparation and presentation of their standard operating procedures.

Photos: IICA, 2018

The assessments revealed the absence of standard operating procedures (SOPs) as an important, functional area in which the operations of the two groups could be improved. To that end a pilot intervention was planned for November 30 – December 1 2017 to build capacity of representatives of the two groups on developing the same. This capacity building session was

facilitated by Ms. Euthalia Philgence at the Fisheries Conference Room in Vieux Fort, St Lucia. Both groups identified three priority areas for SOP development and developed SOPs for one of their priorities during the engagement.

In 2018, follow-up actions were supported through financing from the United Nations Food and Agriculture Organisation (UN FAO) to build capacity of representatives of 6 ACSOs in St Lucia in developing SOPs for their identified priority areas. In addition, the intervention worked with the groups to prepare strategic guides/action plans to outline group development, as well as inform and support future collaboration with development partners such as IICA.

The actions comprised of 3 specific interventions: one on developing SOPs (facilitated by the consultant Ms. Euthalia Philgence; May 16 2018); a sensitization half-day workshop on the value and approach to strategic planning (facilitated by Mr. Allister Glean, IICA Specialist in Agribusiness and Value Chains; June 11 2018); and one-on-one meetings with the groups to prepare strategic guides/action plans (facilitated by the Consultant and Mr. Brent Theophile; June 13 – July 20 2018). The participating groups agreed that these strategic guides would address existing concerns for member engagement and financial sustainability of their groups.



Agricultural Groups participating in Workshop session on Strategic Planning.
Photos: IICA, 2018

3.4 INCREASE THE RESILIENCE OF RURAL AREAS AND AGRIFOOD SYSTEMS TO EXTREME EVENTS

3.4.1 Contribute to Capacity-building for the Development of Conceptual Frameworks and the Implementation of Policies

□ *Support to the Development of the Local Organic Industry: Organic Farmers Network*

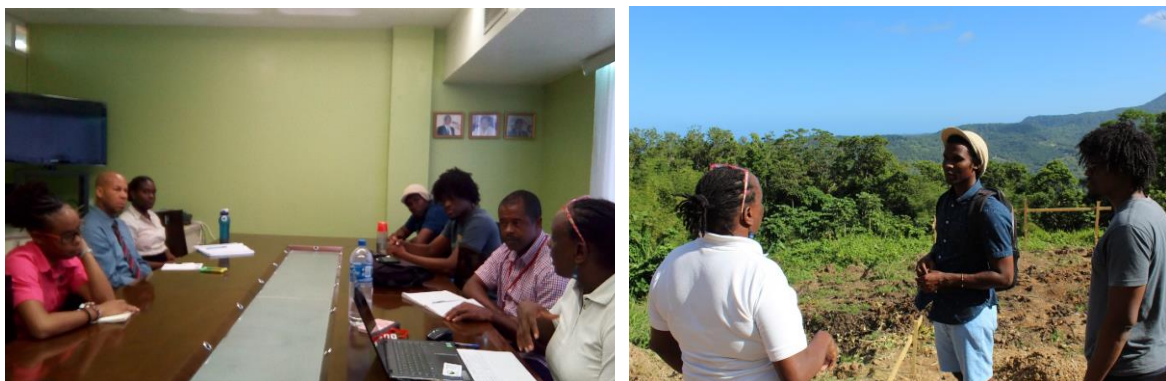
<i>Impact> Increase the well-being of the rural population by prioritizing family farming and excluded groups</i>	
Challenge:	Poor coordination among stakeholders for strategic interventions of common interest
Intervention:	Knowledge exchange and experience capitalization to guide local interventions
Results:	1. Fostered greater peer-to-peer collaboration and knowledge exchange on development priorities

<i>Impact> Increase the well-being of the rural population by prioritizing family farming and excluded groups</i>	
Lessons Learnt:	1. Avenues for capacity building in permaculture as well as personal development (e.g. Consensus methodology) are important to stakeholder coordination for common objectives

IICA supported a multi-stakeholder initiative to promote organic and chemical-free farming in Saint Lucia to support local industry development as well as promote healthier production and consumption actions. The activity was entitled the People's Knowledge Fair and was designed as an exhibition/event to promote healthier and more environmentally friendly production and consumption options to the public; essentially stimulating demand for products and services matching that ethos, inclusive of organic foods. The principal farmer representation leading this is the Belle Vue Farmer's Cooperative through funding of the UNDP GEF Small Grants Programme (SGP). Part of the Cooperative's work programme with GEF SGP was the establishment of an Organic Farmers Network (OFN) as a stakeholder coordination mechanism supportive of organic industry development.



Presentations to Local stakeholders and farmers on the JSFEP at the Launch of the Organic Farmers Network.
Photos: IICA St Lucia, 2018



Engagement with Stakeholder on the Organic Farmers Network and collaboration on organic farming to support youth farmers on permaculture design for organic farm.
Photos: IICA St Lucia, 2018

Noting the successes realized by the Jamaica Organic Agriculture Movement (JOAM) in operationalizing standards for production, developing and executing capacity building

programmes and resources, as well as building market linkages for organic products, the organization was invited to collaborate on the local initiative.

Specifically, the offer to collaborate entailed:

1. Virtual engagement with local partners on the development of an organic farming manual (i.e. a step-by-step handbook/guide). The draft manual was launched at the People's Knowledge Fair (Dec 10 -11 2018) and will be sent to JOAM for advice on content and future developments.
2. Virtual engagement to give guidance to local farmers/enthusiasts in creating a national representation to support capacity building and marketing for organic/chemical-free product(ion). The partners agreed to pursue this as a follow-up to the engagement in 2019 with focus on developing a work plan for the OFN.
3. Travel to Saint Lucia to give a 10 -15 min presentation (in TED Talks format) to a public audience on the socio-economic and environmental merits of organic farming and gains realized by JOAM in its implementation. This was in the context of a The People's Knowledge Fair on Nutrition, Health and Environmental Quality. (Dec 9 – 13 2018).



*Focused on people – promoting competitiveness
and sustainable agriculture*
- IICA Annual Report 2018 -

PART IV: PARTNERSHIP 4 PROGRESS

Building partnerships and inter-agency collaboration is an important mandate for IICA and a strategic focus for delivering meaningful technical support. In 2018, IICA collaborated with a number of development partners to advance progress on agriculture and rural development. These are highlighted below.

□ *Supporting Improved Capacities of Agricultural Stakeholders*



IICA/SLAFY: In 2018, collaboration with youth largely focused on group governance, implementation of the project entitled “Youth Aquaponics Project: The Promotion of A Sustainable Aquaponics Network in Saint Lucia” funded by the UNDP GEF SGP, and technical cooperation to SLAFY members in enterprise development. Particular mention is made of Funky Fungi Mushrooms owned by SLAFY member Alexis William. Therein, IICA collaborated with and supported SLAFY and its members in mobilizing resources for enterprise development projects/initiatives and provided technical support for implementation.



IICA/SLNRWP: In 2018, IICA supported SLNRWP in developing group governance and business management capabilities, product improvement, and establishing market linkages. Almost all of this work is done through technical cooperation and highlights the added value of cooperation.

□ *Supporting the Development of Agricultural Small-holders/Entrepreneurs and their Groups*



IICA/ GEF SGP: To date IICA has provided technical backstopping, in-kind technical contribution, brokered collaboration and led the implementation of a number of successful and highly visible projects including the East-Coast Sargassum Project supporting Johanan Dujon (Algas Organics) and the Fisherfolk Cooperative, the Chief Tree Initiative: Connecting the Dots for a Safe Farm to School Network for Consumption of Organic Foods and reducing Chronic Non-Communicable Diseases in St Lucia (SLNRWP and Petra Auguste of Divine Orchards), the People's Knowledge Fair (WOAM, FAO, etc.), and the Climate Smart Greenhouse Project (SLCSI and GURU Inc.).



IICA/GOVERNMENT OF THE FEDERAL REPUBLIC OF MEXICO: IICA has positioned itself as the main facilitator/intermediary for the direct technical cooperation support provided by the Government of the Federal Republic of Mexico to the Government of Saint Lucia in the field of agriculture. The Embassy of the Federal Republic of Mexico in Saint Lucia is working with IICA to undertake interventions in areas of adapting greenhouse technology, germplasm management and improvement, as well as the development of the local coconut industry.

□ *Technical Cooperation*



IICA/MAFFPNRC: The MAFFPNRC is IICA's main partner in Saint Lucia and the two agencies work jointly on a wide range of activities. In 2018, IICA contributed to programmes for the operationalizing of the Mexico-IICA-Government of Saint Lucia greenhouses, development of a Farmer Certification Framework for St Lucia, the Agri Labs development of the Agricultural Medium Term Development Strategy (2019 – 2022).



IICA/Massy Stores: IICA and Massy continue to be proud partners with SALFY on the Helping Out Our Primary and Secondary Schools (HOOPSS) project, as well as on value chain development and establishing market linkages for local commodities with scope for market development.



IICA/CARDI: Under the scope of the IICA – CARDI Agreement the Institute actively explores areas for creating synergies with the work programme of CARDI and mutual support to each other's strategies for agricultural development in Saint Lucia.



IICA/FAO: IICA supports the implementation of the Technical Cooperation Programme for Cassava Value Chain Development in St Lucia, and co-implemented the characterization study for the organic market in Saint Lucia.



IICA/OECS: IICA has an ongoing working relationship with the OECS Secretariat. During the year, IICA provided technical and secretariat support to the Meetings of the OECS Agriculture Task Force, preparation of strategic documents for the Meeting of OECS Council of Ministers for Agriculture, capacity building initiatives on Sanitary and Phyto-sanitary measures, and advancing the implementation of the OECS Regional Plan of Action for Agriculture, including on agro-tourism.

THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

**4th Floor Sir Stanislaus Anthony James Building, Waterfront,
Castries, Saint Lucia**

P.O. Box 1223, Castries, Saint Lucia, West Indies

Tel: 1 758 451 6760/ 1 758 451 6761

Fax: 1 758 451 6774

Email: iica.lc@iica.int

Web: <http://www.iica.int/stlucia>