

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



# IICA TECHNICAL COOPERATION STRATEGY IN BARBADOS 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE  
AGRICULTURE IN THE AMERICAS*



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## **Contents of IICA's Technical Cooperation Strategy for Barbados 2011-2014**

### **Presentation**

The formulation of the IICA-Country Strategy for Barbados entailed a process that aims to design a programme that identifies the priority needs for agriculture in the country and at the same time determines what is possible at the institutional level. Thus this strategy outlines the technical cooperation needs of the agricultural sector in Barbados and matches it with IICA's capacity to provide technical cooperation (supply) through its various mechanisms and the technical institutional networks.

The methodology for devising the strategy entailed a detailed process which included identification of Barbados' technical cooperation needs jointly with our stakeholders, particularly those needs that are consistent with the lines of action of IICA's Technical Concentration Programs, the Programs for Cross-cutting Coordination and those of the CSAFA. Through a process of intensive consultations, we were then able to select the needs that are possible and desirable to address, which then provided us with a list of technical cooperation opportunities. These opportunities were prioritized based on the sector's strategic importance in Barbados, the obstacles and potential, the strategic guidelines of the government policies, and the perceptions of other stakeholders, resulting in a list of technical cooperation **demands**, which were approved by the Ministry of Agriculture, Food, Fisheries, Industry and Small Business.

### **The Strategic Framework for the Agricultural Sector in Barbados**

The National Strategic Plan of Barbados 2005–2025: Global Excellence, Barbadian Traditions provides a blueprint for the realisation of Barbados' vision of becoming a fully developed society that is prosperous, socially just and globally competitive by the end of the first quarter of this century. The Plan embodies the theme "Global Excellence, Barbadian Traditions". This theme conveys the message of a Barbados that is a successful globally competitive society, fully integrated into the world economy, but at the same time capable of preserving and strengthening its own identity, enterprise, national sovereignty, and traditions. As it directly relates to the agricultural sector, the National Strategic Plan of Barbados 2005 - 2025 identifies the following objectives for overcoming the major constraints within the sector:

- Strengthen and establish linkages with other sectors, particularly, health, tourism, manufacturing, energy and the environment;
- Promote private sector involvement through the establishment of equity and joint venture arrangements with non-national companies if necessary;
- Develop a technologically driven market research and development programme to facilitate the exchange of information between buyers and sellers;

- Develop and provide modern market facilities and supporting infrastructure for all agricultural products in strategic locations;
- Develop both domestic and export development, marketing and promotion programmes geared toward increasing local consumption and encouraging exports, particularly in niche markets such as organics, mari-culture and ethno-botanicals;
- Develop appropriate quality assurance systems to ensure that Barbadian products are compliant with internationally recognised quality standards;
- Assist and inform negotiations in agriculture at the multilateral level and within CARICOM to ensure access and the enabling environment for the export of Barbadian goods;

Within the framework of the National Strategic Plan, the Ministry of Agriculture, Food, Fisheries and Small Business Development (MAFFIS) devises a series of 3 year, Medium Term Plans that account for changes within the sector – national priorities, prices, consumer behavior, resource allocation etc. – and which measures the progress of agricultural development. As a result of the global financial crisis (2007/2008), which saw the cost of food imports into Barbados soar to over B\$600,000,000 for the first time in its history, MAFFIS developed a food sovereignty plan which sought to drastically increase Barbados’ domestic food production. As a result, priority has been given to the following objectives:

- devise a people-centered approach to food production, including the recovery of idle lands for food production with incentives for reductions in land taxes;
- de-centralize distribution and marketing systems which favour the participation of small operators;
- create incentives to reduce the high cost of food, particularly for socially disadvantaged groups;
- linking agriculture with the other economic drivers in the economy such as tourism, health, environment and others;
- strengthen of the value-chain in the agri-food sector (with branding opportunities for food and beverages and local craft);
- promote healthy lifestyles with access to affordable, nutritious food<sup>1</sup>;
- intensify of the use of technology in the production of vegetable crops and fruits
- enhance opportunities for value added, particularly in the processing of vegetables, herbs, roots and tubers, and fish.
- Development of a sustainable business model for the sheep industry which will deliver financial gains to private entities operating in the sheep subsector, as well as to preserve the Barbados Blackbelly Sheep as a national resource.

In relation to two of Barbados’ more traditional crops, sugar and cotton, it is recognized that there needs to be some transformation away from the protectionist, supply oriented market systems if these industries are to survive.

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<sup>1</sup> Though not linked directly to the Global financial Crisis, the issue of healthy lifestyle is one that is of national priority since the incidence of chronic non-communicable disease are rising alarmingly in Barbados

In the case of the sugar industry, significant work has been done to transform this beleaguered industry into a viable Sugar Cane industry to maximize the full production potential of sugar cane. A new multi-purpose factory producing ethanol, electricity, specialty sugars for domestic and export markets, high grade molasses to satisfy the local rum industry, and also featuring a Living Sugar Museum, had been proposed for establishment at Bulkeley in 2008.

Additionally, the development and promotion of a vertically-integrated cotton industry based on the production and sale of value-added West Indian Sea Island Cotton products to export markets also is an area of focus. Indeed, many stakeholders, recognizing the present serious financial and economic difficulties generated by the international financial crisis, have promoted the cotton industry as an important sub-sector as Barbados produces cotton lint of superior quality. As a result the Sea Island cotton is being seen as one of the most easily and quickly developed agro-industrial route to promote income generating activities in the rural sector.

In the area of livestock development, the Government committed itself to supporting the restructuring of the dairy industry and has placed specific emphasis on support for the industrial development of the Barbados BlackBelly (BBB) sheep, a product which is known as world class for its low-fat lamb and mutton giving Barbados a competitive advantage. The support for the BBB sheep emphasizes increased production efficiency through the development of an effective feed ration regime and business modeling, intellectual property rights, and the production of value-added products bearing the logo for BBB sheep.

Other areas which are being considered for support, and for which Barbados currently enjoys a competitive advantage, include the hot peppers and indigenous medicinal plants.

Special emphasis is also being given to stimulating the participation of the youth in agriculture. The Barbados Agricultural and Marketing Corporation has recently launched a "Young Entrepreneurs in Agriculture Programme, which provides access to land, training and seed capital to young farmers. A Model Farms project at the Home Agricultural Station of the MAFFIS will provide a site for the research, production and training in agricultural practices such as greenhouses and hydroponics. The MAFFIS is seeking technical assistance from Development agencies for this project.

The Government also provides assistance to farmers through its Agriculture Incentives Scheme, where registered farmers can apply for rebates on equipment purchased to improve their operations. This scheme is usually well subscribed by the farmers with an excess of \$2,000,000.00 being paid to farmers in 2008 for a variety of purposes including protected agriculture investments, irrigation and water storage, poultry and livestock houses, biogas generation, and security fences. Additionally the government also supports the farming community with a Cultivation Services Scheme and the possibility of a Lease-Buy Programme for equipment and tools.

The Scotland District, a rural part of Barbados (approximately ¼ of the island) with a quite unique geography and geology has been designated a special development area and has been earmarked for significant development aimed at maintaining the integrity of the land, as well as stimulating economic activity between agriculture and other sectors, particularly tourism.

While the Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development, has overall responsibility for providing leadership and carving an enabling environment for the developing the sector, there are an additional eight government Ministries (and their associated agencies) that have strategic and direct influence on the development and modernization of the agricultural and rural sectors. All of these Ministries are important in the development of multi-sectoral, collaborative strategies across the Agri-food value chain. They are listed as follows:

Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development

- Barbados Agricultural Development & Marketing Corporation (BADMC)
- Barbados Agricultural Management Company (BAMC)
- Government Analytical Services (GAS)
- Veterinary Services Laboratory

Ministry of Tourism

- Tourism Investment Inc
- Tourism Development Corporation

Ministry of Commerce and Industry,

- Barbados Investment and Development Corporation (BIDC)
- Invest Barbados
- Pelican Craft Centre

Ministry of Foreign Affairs, Foreign Trade and International Business

Ministry of Family, Youth Affairs, Sports and Culture

- Youth Entrepreneurship Scheme (YES)

Ministry of Social Care, Constituency Empowerment and Community Development

- National Cultural Foundation NCF)

Ministry of Health, National Insurance and Social Security

- National Chronic Non-Communicable Disease Commission

Ministry of Education and Human Resource Development

- Primary and Secondary Schools
- Barbados Community College (BCC)
- Samuel Jackman Prescod Polytechnic (SJPP)

Ministry of Housing, Lands, Urban and Rural Development

- Rural Development Commission

In the private sector, several Farmers' Organisations and NGOs are important institutional actors. They include:

- Barbados Agricultural Society (BAS) – This is the oldest, largest and main “umbrella” Association for farmers’ commodity groups and includes members in the production of vegetables and fruits; beef and dairy; pigs; sheep; honey, and eggs and poultry.
- Association of Women in Agriculture (AWIA)
- National Union of Farmers (NUF)
- Barbados National Union of Fisherfolk Organisation (BARNUFO)
- St. George Farmers’ Cooperative
- St. Andrew’s Farmers Co-op Society
- South-Eastern Co-op Society
- South End Co-op Society
- 4H Movement
- Barbados Agricultural Forum for Youth (BAFY)
- Organic Growers and Consumers Association (OGCA)
- Bawden Environmental Park Group
- Caribbean Herbal Business Association (National Chapter) (CHBA)
- Barbados Youth Business Trust (BYBT)
- Barbados Workers Union (BWU)

II.

**a) The objectives of the IICA technical cooperation actions in Barbados are to:**

1. Support the Ministry of Agriculture, Food, Fisheries, Industry and Small Business to enable them to build the capacity of producers to increase productivity through the adoption and efficient operation of greenhouse technology to increase vegetable and fruit production
2. Strengthen producers organizations by developing capacity building programmes to enable them to enhance their agri-business and value-chain approach to production and productivity
3. Contribute to the crafting of a comprehensive national Food and Nutrition Security Policy and Plan that will guide the policy framework and strategic

planning process in implementing key food and nutrition production and consumption actions during the next five years

4. To design programmes across the value chain (such as GAPs, certification programmes, standards and standard operation procedures, capacity building) to strengthen the agricultural health and food safety system in the country.
  5. Facilitate the coordination of inter-institutional mechanisms for promoting investment in rural sites and attractions and trade between agri-food producers and tourism markets
- b) Provide technical assistance, including assist with sourcing funds, to entrepreneurs interested in embarking on an agrotourism venture. **Summary of technical cooperation actions (see project profiles in Annex1)**

### **1) Projects with IICA Resources**

The IICA Office in Barbados has designed the following five (5) technical cooperation projects, to be implemented during the period 2011-2014, consistent with the priorities of the MAFFIS and the demands of our stakeholders:

#### **I. Support the MAFFIS' programme for the promotion of protected agriculture through strengthening of the policy framework and adaptation of technology for commercial production**

- The general objective of the project is to enhance food and nutrition security through the strengthening of public and private capacities for agribusiness development in identifying and harnessing opportunities for increasing production of fruits and vegetables with the use of protected agriculture technology. Specifically the project will assess the status of protected agriculture in Barbados; build technical capacity of commercial growers through horizontal technical cooperation to share successful policy instruments and best practices and enhance the skills of selected extension officers in the operations of protected agriculture for effective delivery of services to producers

#### **II. Enhance national AHFS initiatives at both public and private sector levels, the strengthening of standards, certification and international compliance requirements for domestic and export**



## **trade of priority commodities, focusing on seafood, dairy, fruits and vegetables**

- The general objective of the project is to promote and strengthen public and private sector partnerships for developing standards and certificate programmes for fish, poultry, dairy and fruit and vegetables in order to facilitate export of these products internationally. Specifically, the project will develop standard operating procedures (SOPs) and good agricultural/manufacturing practices (GAPs and GMPs) for the fisheries, poultry, dairy and fruits and vegetables sectors; conduct training in GAPs and GMPs and HACCP system design and implementation for the sectors identified and support monitoring and surveillance programmes along the value chain for the commodities mentioned above.

### **III. Strengthen the capacity of the MAFFIS to provide timely and relevant market intelligence to stakeholders to inform investment decisions in the agri-food sector**

- The general objective of the project is to support the MAFFIS in developing its Market Information System. Specifically the project will conduct a market demand study (including agro-processing, foodservice, supermarket and food distribution sector, hotels and restaurants) to determine key commodities and purchase specifications in targeted value added markets and also to contribute to the creation of a Market Information System (MIS) through incorporation into the MIOA

### **IV. Promotion of agribusiness opportunities in rural communities through linkages between agriculture and tourism**

- The general objective of the project is to enhance the capacity of key institutions and Community Based Organisations (CBOs) in the promotion and implementation of linkages between the agriculture and tourism sectors. Specifically the project will support the implementation of community based rural tourism projects, including Sugar Basket in St. George and Health & Wellness in St. John; provide support for investment in new rural tourism sites and attractions; provide support for the development of at least two agrotourism products (for example, a tour, a culinary event, craft design) based on the Barbados BlackBelly Sheep; execute the Barbados country components of regional agrotourism initiatives and projects and create diagnostic tools and promote best practices in rural tourism

through documentation, dissemination and adaptation of best practices.

#### V. **Application of the Value-Chain methodology in developing the Barbados Blackbelly Sheep (BBS) sub-sector in Barbados**

- The general objective of the project is to increase the production of BBS in Barbados to a level that meets the market demand for lamb, while ensuring full transparency and participation among the different stakeholders along value chain. Specifically, the project will conduct a value chain analysis (including nutritional study) of the BBS industry in Barbados; hold a sensitisation workshop on the nature of the value chain for the benefit of industry stakeholders; strengthen the BSFI to enable the organisation to take advantage of the value chain methodology.

#### 2) **Projects to promote horizontal cooperation**

- All of the five projects will promote horizontal cooperation actions through the sharing of successful policy instruments, adaptation of best practices, documentation and the dissemination of information

### 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.

**BARBADOS COUNTRY STRATEGY 2011 -2014**

**PORTFOLIO OF PROJECT PROFILES**

**Project 1**

1.Name of program or project	<b>Promoting the commercial production of fruits and vegetables with the use of protected agriculture technology</b>			
2.Predominant Line of Action of the 2010-2014 MTP	I&T: Regional and international cooperation for technology innovation ABC: Prospection and management of innovation for agribusiness			
1. Level: Country	National			
2. The problem	The capabilities/capacities of the majority of producers in the agricultural sector to successfully develop and manage agribusiness, particularly those targeted under the Food and Nutrition Security Plan for Barbados are inadequate. Additionally, significant gaps exist along the value chain, particularly in the use of productivity driven technology, which hinder efficient production and supply arrangements.			
3. General objective	To enhance food and nutrition security			
4. Specific objectives	<ol style="list-style-type: none"> <li>1) To provide the MAFFI with a situational assesement of protected agriculture in Barbados</li> <li>2) To enhance the managment capacity of famers</li> <li>3) To enhance the technical skills of extension officers in the management and operations of protected agriculture</li> </ol>			
5. Beneficiaries	MAFFI, BADMC, BAS (Commodity Groups), St. George Farmers Cooperative, NUFF, AWIA, Producer Organizations, Agro-processors, Private sector distributors			
6. Duration	2011 – 2014			
1. Description of activities, outputs, results, and achievement indicators	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	Conduct a diagnostic assessment of the status of protected agriculture in Barbados	Document containing an assessment (current status, survey and needs analysis) of the status of protected	The MAFFI has updated policy instruments and a situation analysis of the spread, use and impact of protected agriculture in Barbados and to	Report of assessment handed over to MAFFI by Dec 2011 and meeting held with BAS to share report

		agriculture in Barbados	support farmers and private sector operators	
	Share successful policy instruments and best practices in protected agriculture technologies appropriate for Barbados, through horizontal technical cooperation	Produce a manual on optimal design of structures for Barbados and good management practices for protected agriculture	Greenhouse farmers and operators have enhanced the application of appropriate management tools and lesson learnt in their operations	At least four (one each year) horizontal technical cooperation actions executed (Jamaica, Dom. Rep. And other countries)  At least 50 green house farmers and operators have internalized the tools and best practices in their operations
	Train selected extension officers in the operations of protected agriculture for effective delivery of services to producers	Two comprehensive national training course/workshop per year	The Protected Agriculture Unit now has the capacity and the tools to deliver effective services in the agronomic management and operations of greenhouses to farmers and producers	At least 8 extension officers trained by 2014
	Provide support for the formation of an association of protected	A national protected agriculture association established	The national protected agriculture association capable of	80% of protected agriculture farmers in Barbados are members of the

	agriculture producers.		promoting the interest of its members.	association
	Support the organization and management operations of protected agriculture producers	Effective organizational and operating systems established.	The national protected agriculture association capable of promoting the interest of its members.	80% of protected agriculture farmers in Barbados are members of the association and are receiving tangible benefits.
	Development of tools and instruments for dissemination	Critical management and operations tools available on CDs and posted on website.	All protected agriculture farmers have access to the tools developed.	3 CDs developed; information posted on Ministry of Agriculture, IICA, CARDI, CDB, FAO and other websites

2. 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)		
<b>Name</b>	<b>Position</b>	<b>% of Time</b>
Joseph Peltier	Representative	20
Damien Hinds	Technical Programme Officer	20
To be determined	Agrotourism Specialist	20
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>
Carol Thomas	Regional Specialist AHFS	10
Robert Reid	Regional Specialist Agribusiness	10

<b>2. DIRECT OPERATING COSTS (US\$)</b>			
<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUND</b>
MOE 3: Training and Technical Events	300	600	
MOE 4: Official Travel	1,450	1,450	
MOE 5: Publications and Materials and Inputs	300	500	
MOE 6: Equipment and Furniture	-	-	
MOE 7: Communications, Public Utilities and Maintenance	-	-	
MOE 8: Service Contracts	500	300	
MOE 9: Insurance, Official Hospitality and Others	100	100	
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	<b>2,650</b>	<b>2,950</b>	
<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>			
<b>Contributor: Innovation &amp; Technology for Competitiveness</b>	800	1,000	
<b>Contributor: AgriBusiness &amp; Comm.</b>	800	1,000	
<b>Contributor: AHFS</b>	800	1,000	
<b>Knowledge Management and ICT</b>	800	1,000	
<b>GRAND TOTAL OPERATING COSTS</b>	<b>5,850</b>	<b>6,950</b>	

## Project 2

1. Name of program or project	<b>Enhance the ability of Barbados to meet local and international food safety and quality demands for some agricultural products.</b>
2. Predominant Line of Action of the 2010-2014 MTP	Sanitary and phytosanitary measures  Modernization of the national sanitary and phytosanitary services  Food safety
3. Level: Country (	National
4. The problem	Access to international markets for fish and fish products, poultry, dairy products and fruits and vegetables require that prospective export countries implement and adhere to strict sanitary and phytosanitary measures. In addition, the growing demand for high quality and safe food from both local consumers and international buyers further dictates that adequate sanitary and phytosanitary systems and approaches must be in place. The AHFS systems at present do not allow for access to international markets for some of the products in particular seafood, dairy, fruits and vegetables. There is therefore need for improvement of the AHFS systems in Barbados to meet both local and international food safety and quality demands.
5. General objective	To promote and strengthen public and private sector partnerships for developing standards and certificate programmes for fish, poultry, dairy and fruit and vegetables in order to facilitate export of these products internationally.
6. Specific objectives	<ol style="list-style-type: none"> <li>1. To make available standard operating procedures (SOPs) and good agricultural/manufacturing practices (GAPs and GMPs) for the fisheries, poultry, dairy and fruits and vegetables sectors.</li> <li>2. To conduct training in GAPs and GMPs and HACCP system design and implementation for the sectors identified</li> <li>3. To support monitoring and surveillance programmes along the value chain for the commodities mentioned above.</li> </ol>
7. Beneficiaries	MAFFI, exporters, BADMC, BAS (Commodity Groups), BARNUFO,



	Producer Organizations, Agro-processors, fish, dairy, and poultry processors, private sector distributors			
8. Duration	2011 – 2014			
9. Description of activities, outputs, results, and achievement indicators	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	Conduct capacity building actions to strengthen the sanitary and phytosanitary systems of the fisheries, poultry, dairy and fruits and vegetables sectors.	<ol style="list-style-type: none"> <li>Incorporate existing international GAPs, GMPs and SOP principles into manuals that are adapted for the fisheries, poultry, dairy and fruits and vegetables sectors.</li> <li>Train relevant stakeholders in GAPs and GMPs,</li> <li>Monitoring and surveillance programmes developed</li> </ol>	<ol style="list-style-type: none"> <li>The relevant sectors are equipped with clear guidelines for production and operation.</li> <li>The capacity of stakeholders increased enhancing their ability to access international markets.</li> <li>The quality and safety of products improved through the conduct of surveillance and monitoring exercises.</li> </ol>	<ol style="list-style-type: none"> <li>One manual each for GAPs, GMPs and SOP adapted for the fisheries, poultry, dairy and fruits and vegetables sectors (one manual produced each year)</li> <li>At least 2 training sessions conducted targeting each sector.</li> <li>In conjunction with MAFFI and the Agricultural Health and Food Control Programme, monitoring and surveillance guidelines</li> </ol>

		<p>along the value chain for the fisheries, poultry, dairy and fruits and vegetables sectors.</p> <p>4. Conduct stakeholders' awareness events</p>		<p>developed for each of the selected four sectors</p>
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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)		
<b>Name</b>	<b>Position</b>	<b>% of Time</b>
Joseph Peltier	Representative	10
Damien Hinds	Food Security specialist	20
To be determined	Agro-Toursim Specialist	10
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>
Carol Thomas	AHFS Specialist	20
Marcos Sanchez	Food Safety Specialist	10

<b>2. DIRECT OPERATING COSTS (US\$)</b>			
<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUND</b>
MOE 3: Training and Technical Events	300	600	
MOE 4: Official Travel	1,450	1,450	
MOE 5: Publications and Materials and Inputs	300	500	
MOE 6: Equipment and Furniture	-	-	
MOE 7: Communications, Public Utilities and Maintenance	-	-	
MOE 8: Service Contracts	500	300	
MOE 9: Insurance, Official Hospitality and Others	100	100	
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	<b>2,650</b>	<b>2,950</b>	
<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>			
<b>Contributor:</b>	800	1,000	
<b>Contributor:</b>	800	1,000	
<b>Contributor:</b>	800	1,000	
<b>GRAND TOTAL OPERATING COSTS</b>	<b>5,050</b>	<b>5,950</b>	

### Project 3

1.Name of program or project	<b>Strengthening market intelligence in the agri-food sector</b>			
2.Predominant Line of Action of the 2010-2014 MTP	ABC: Modernization of markets and marketing systems ABC: Linking producers to markets, including small-scale producers			
7. Level: Country	National			
8. The problem	The Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFIS) recognizes that pertinent information relating to the activities within the agricultural sector needs to be available on a constant and timely basis. Marketing of agricultural commodities in Barbados is seen to be done primarily in an ad hoc manner. There is currently limited production, planning and market information to inform production levels; as a result there are regular instances of gluts, shortages that plague the sector and lost opportunities. Currently stakeholders in Barbados have no access to market information by which they can make informed business decisions.			
9. General objective	To support MAFFI in developing its Market Information System			
10. Specific objectives	<ol style="list-style-type: none"> <li>1 To strengthen the MAFFI's capacity to assist farmers and producers to respond to changing market conditions in the Agri-Food sector</li> <li>2 To enhance the capacity of farmers and producers to plan and repond effectively to changing market situations in the Agri-Food sector</li> </ol>			
3 Beneficiaries	MAFFI, BADMC, BAS (Commodity Groups), St. George Farmers Cooperative, NUFF,AWIA, Producer Organizations, Agro-processors, Private sector distributors			
4 Duration	2011 – 2014			
3. Description of activities, outputs, results, and achievement indicators	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	Conduct a market demand study to determine key commodities and quality specifications in targeted	Document containing an assessment of the domestic demand for commodities and quality specifications in targeted	The Planning Unit has the market information and is able to support farmers and producers in making investment decisions in the	The MAFFI has updated market specifications on demand for commodities as inputs to the <b>domestic agro-processing sector</b> and target

	<b>value added markets</b>	value added markets prepared by Dec. 31, 2011	Agri-Food sector	markets by Dec. 31, 2011
	Support the creation of a Market Information System (MIS) to store and produce reports on production, price, forecasted demand, supplier information, grades and standards and dissemination of information	Market information system to generate, process and disseminate market data to producers and processors developed in collaboration with MIOA by Dec. 31, 2011	The MAFFI and producers and processors have updated market supply and demand information on targeted commodities	The MAFFI has updated market supply and demand information on at least 50% of the targeted commodities prepared by Dec. 31, 2011  ICTs used to disseminate information to farmers, wholesalers and consumers by end of year 2

4. 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)		
	<b>Name</b>	<b>Position</b>	<b>% of Time</b>
	Joseph Peltier	Representative	10
	Damien Hinds	Technical Programme Officer	20
	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>
	Carol Thomas	Regional Specialist AHFS	10

Frank Lam	Specialist MIOA (ABC)	10	
<b>2. DIRECT OPERATING COSTS (US\$)</b>			
<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUNDS</b>
MOE 3: Training and Technical Events			
MOE 4: Official Travel	1,450	1,450	
MOE 5: Publications and Materials and Inputs	-	-	
MOE 6: Equipment and Furniture	-	-	
MOE 7: Communications, Public Utilities and Maintenance	-	-	
MOE 8: Service Contracts	1,100	1,400	
MOE 9: Insurance, Official Hospitality and Others	100	100	
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	<b>2,650</b>	<b>2,950</b>	
<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>			
<b>Contributor: ABC – Frank Lam</b>	1,200	1,500	
<b>Contributor: AHFS – Carol Thomas</b>	1,200	1,500	
<b>Contributor:</b>			
<b>GRAND TOTAL OPERATING COSTS</b>	<b>5,050</b>	<b>5,950</b>	

## Project 4

1.Name of program or project	<b>Promotion of agribusiness opportunities in rural communities through linkages between agriculture and tourism</b>			
2.Predominant Line of Action of the 2010-2014 MTP	<u>Agribusiness and Commercialization:</u> Linking producers to markets, including small-scale producers Adding value to agricultural production and keeping value in production zones <u>Natural Resources:</u> Contribution of family agriculture to the rural economy			
5 Level:	National			
6 The problem	The potential for increased trade for agricultural products with the tourism sector, and for creating agribusiness opportunities in the rural sector in Barbados is constrained by a weak institutional framework at the public sector level, and by inadequate capacity at the level of the private sector to identify and develop initiatives for the creation of rural tourism sites and attractions			
7 General objective	To enhance the capacity of key public sector institutions and Community Based Organisations (CBOs) in the promotion and implementation of linkages between the agriculture and tourism sectors			
8 Specific objectives	<ul style="list-style-type: none"> <li>• To facilitate the establishment of formal institutional mechanisms to promote agribusiness through agrotourism linkages</li> <li>• To support the implementation of community based rural tourism projects</li> <li>• To provide support for investment in new rural tourism sites and attractions</li> <li>• To promote best practices in rural tourism through documentation, dissemination and adaptation of best practices</li> </ul>			
9 Beneficiaries	MAFFI, Ministry of Tourism, Community stakeholders, farmers, artisans, service providers along the agri-food chain, the BBB sheep industry stakeholders			
10 Duration	2011 – 2014			
5. Description of activities, outputs, results, and achievement indicators	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	To facilitate the establishment of formal institutional mechanisms to promote agribusiness	Cabinet approval for the establishment of an Agrotourism Linkages Committee	Institutional mechanisms in place and functioning for the promotion of agrotourism linkages	Cabinet paper available by December 2011  Meetings of Agrotourism committee held at

	through agrotourism linkages	An AgroTourism Linkages Committee established and functioning efficiently		least quarterly and minutes of meetings available
	To support the implementation of community based rural tourism projects	Strategic plans developed for Sugar Basket project, St. George, Health & Wellness, St. John; and BBB sheep initiative  Community groups strengthened to manage projects in agrotourism	Agribusinesses linked to tourism promoted in rural communities  Community stakeholders have skills and organized and capable to manage projects	At least 3 strategic plans developed for new agrotourism businesses in 2012  At least 4 training workshops conducted with community stakeholders in 2012
	To provide support for investment in new rural tourism sites and attractions	Database of potential investors in agrotourism developed  Rural entrepreneurs trained in the business of agrotourism and in preparing project proposals	Rural entrepreneurs have the capacity to prepare successful proposals for funding	Database of potential investors available by 2013  At least one workshop conducted on preparation of project proposals for funding in 2013  At least 2 persons supported each year to participate in the online agro-ecotourism



				<p>course in 2012</p> <p>Portfolio of projects available by 2012</p> <p>One Investment Forum held to promote at least 3 new rural investment opportunities in 2013</p>
	<p>To promote best practices in rural tourism through documentation, dissemination and adaptation of best practices</p>	<p>Identification and documentation of case studies and success stories</p> <p>Uploading of information onto IICA agrotourism website</p>	<p>Knowledge sharing and knowledge management in agrotourism promoted</p>	<p>At least 4 Barbados case studies documented and disseminated in 2013</p> <p>Diagnostic tool created and piloted for assessment of rural tourism potential of communities in 2013</p> <p>Website updated with Barbados information from 2011</p> <p>At least 1 horizontal cooperation initiative undertaken per year to share knowledge and promote adaptation of best practices</p>

6. 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)				
<b>Name</b>		<b>Position</b>		<b>% of Time</b>
Joseph Peltier		Representative		10
National Specialist to be hired		Agrotourism Specialist		80
Damien Hinds		Technical Programme Officer		20
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>
Ena Harvey, Hernando Riveros, Robert Reid		Specialists in AgriBusiness		10
Alberto Adib		Specialist Rural Development		10
<b>2. DIRECT OPERATING COSTS (US\$)</b>				
<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUNDS</b>	
MOE 3: Training and Technical Events				
MOE 4: Official Travel	100			
MOE 5: Publications and Materials and Inputs	300			
MOE 6: Equipment and Furniture				
MOE 7: Communications, Public Utilities and Maintenance				
MOE 8: Service Contracts	2,000	1,000		
MOE 9: Insurance, Official Hospitality and Others				
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	2,400	1,000		

	<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>			
	<b>Contributor: ABC – Ena Harvey, Hernando Riveros, Robert Reid</b>	1,200	1,500	
	<b>Contributor: Territories – Alberto Adib</b>	1,200	1,500	
	<b>GRAND TOTAL OPERATING COSTS</b>	<b>4,800</b>	<b>4,000</b>	

## Project 5

1.Name of program or project	<b>Improving the competitiveness and sustainability of the Black Belly Sheep in Barbados</b>			
2.Predominant Line of Action of the 2010-2014 MTP	Adding value to agricultural production and keeping value in production zones			
11 Level: Country	National			
12 The problem	Although the meat of the BBS is a highly valued commodity in Barbados due to its superior quality, production inefficiencies have led to the under-development of the resource and the importation of cheaper substitutes. At present, over 80% of the lamb consumed in Barbados is imported. This figure is alarming since the BBS was identified as one commodity that could satisfy 100% of Barbados' lamb consumption. In addition, historically only the meat of the sheep was considered to have commercial value while the skins, horns, and hoofs were treated as waste. Moreover, several agribusiness opportunities exist for use of a national logo on BBS branded artisanal food and craft products.			
13 General objective	To increase the production of BBS in Barbados to a level that meets the market demand for lamb, while ensuring full transparency and participation among the different stakeholders along value chain.			
14 Specific objectives	<ul style="list-style-type: none"> <li>• To assist producers in identifying identify the critical gaps for the sustainable development of the BBS industry.</li> <li>• To enhance the capacity of farmers to increase production of lamb meat in Barbados</li> <li>• To enhance the capacity of farmers to understand and use the value chain analysis</li> <li>• Facilitate knowledge management and the creation of a knowledge community for the BBB Sheep industry.</li> </ul>			
15 Beneficiaries	MAFFI, BADMC, BAS (BSFI), Sheep Farmers, Consumers, Private Sector distributors			
16 Duration	2011 – 2014			
7. Description of activities, outputs, results, and achievement indicators				
	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	Conduct value chain analysis (including nutritional study) of the	Document containing an analysis of the demand, supply and	MAFFI and industry stakeholders are better informed and prepared to	80% of stakeholders contributed to the development of the analysis.

	BBS industry in Barbados	potential of the BBS lamb and other by-products developed through desk research and interviews with stakeholders.	invest in the industry.	
	Co-host a national symposium to discuss the results of the value chain analysis and to sensitize all the stakeholders on their responsibilities on the value chain approach.	BBS stakeholders sensitized on the benefits of the Value-Chain approach to developing the sub-sector.	BBS industry stakeholders equipped with the skills and awareness to participate in the value chain dialogue	2 workshops hosted and the reports detailing the successes / concerns addressed by the participants presented
	Development of business models for the BBB sheep	Specific operational and business models developed	Farmers now have business models for making investment decisions	The number of producers and quantifiable investments in the sub-sector have increased by 50%

8. 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" style="background-color: #92d050;">ANNUAL DIRECT COSTS OF THE IICA PROJECT</th> </tr> <tr> <th colspan="4" style="background-color: #ffff00;">1. PERSONNEL</th> </tr> <tr> <td colspan="4" style="text-align: center;">1.1. Office personnel (the substantive contribution to the project)</td> </tr> <tr> <th style="width: 50%;">Name</th> <th style="width: 30%;">Position</th> <th colspan="2" style="width: 20%;">% of Time</th> </tr> </thead> <tbody> <tr> <td>Joseph Peltier</td> <td>Representative</td> <td colspan="2">20</td> </tr> <tr> <td>Damien Hinds</td> <td>Technical Programme Officer</td> <td colspan="2">20</td> </tr> <tr> <td>To be determined</td> <td>Agrotourism Specialist</td> <td colspan="2">20</td> </tr> <tr> <td colspan="4" style="text-align: center;">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 style="width: 50%;">Name</th> <th style="width: 30%;">Position</th> <th colspan="2" style="width: 20%;">% of Time</th> </tr> <tr> <td>Robert Reid / Danilo Herrera</td> <td>Regional Specialist Agribusiness – value chain and CADIAC approach</td> <td colspan="2">10</td> </tr> <tr> <td>Brandy Holmes (IICA Canada)</td> <td>Specialist</td> <td colspan="2">10</td> </tr> <tr> <th colspan="4" style="background-color: #ffff00;">2. DIRECT OPERATING COSTS (US\$)</th> </tr> <tr> <th style="width: 50%;">ITEM</th> <th style="width: 15%;">QUOTA CONTRIBUTIONS</th> <th style="width: 15%;">MISCELLANEOUS INCOME</th> <th style="width: 20%;">REGULAR FUND</th> </tr> <tr> <td>MOE 3: Training and Technical Events</td> <td>300</td> <td>600</td> <td></td> </tr> <tr> <td>MOE 4: Official Travel</td> <td>1,450</td> <td>1,450</td> <td></td> </tr> <tr> <td>MOE 5: Publications and Materials and Inputs</td> <td>300</td> <td>500</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>500</td> <td>300</td> <td></td> </tr> </tbody> </table>	ANNUAL DIRECT COSTS OF THE IICA PROJECT				1. PERSONNEL				1.1. Office personnel (the substantive contribution to the project)				Name	Position	% of Time		Joseph Peltier	Representative	20		Damien Hinds	Technical Programme Officer	20		To be determined	Agrotourism Specialist	20		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		Robert Reid / Danilo Herrera	Regional Specialist Agribusiness – value chain and CADIAC approach	10		Brandy Holmes (IICA Canada)	Specialist	10		2. DIRECT OPERATING COSTS (US\$)				ITEM	QUOTA CONTRIBUTIONS	MISCELLANEOUS INCOME	REGULAR FUND	MOE 3: Training and Technical Events	300	600		MOE 4: Official Travel	1,450	1,450		MOE 5: Publications and Materials and Inputs	300	500		MOE 6: Equipment and Furniture	-	-		MOE 7: Communications, Public Utilities and Maintenance	-	-		MOE 8: Service Contracts	500	300	
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	MOE 9: Insurance, Official Hospitality and Others	100	100		
	<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	2,650	2,950		
	<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>				
	Contributor:	800	1,000		
	Contributor:	800	1,000		
	Contributor:	800	1,000		
	<b>GRAND TOTAL OPERATING COSTS</b>	5,050	5,950		

## ACTIVITIES, OUTPUTS, RESULTS, AND ACHIEVEMENT INDICATORS 2011

PROJECT	ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
<b>PROJECT 1</b>	1. Conduct a diagnostic assessment of the status of protected agriculture in Barbados	Document containing an assessment (current status, survey and needs analysis) of the status of protected agriculture in Barbados	1) Baseline study on the application of protected agriculture systems in Barbados. 2) The MAFFI has updated policy instruments, supported by the analysis of protected agriculture systems in Barbados, to support farmers and private sector operators	1) Report on baseline study submitted to MAFFI by Dec 2011 and meeting held with BAS to share report 2) New national policies for protected agriculture introduced during the following financial year
<b>PROJECT 2</b>	1. Compile and review existing international manuals, guidelines and other documentation on GAPs, GMPs, HACCP, and SSOP for fruits and vegetables.  2. Develop training module specific for Barbados in HACCP for public health inspectors	1. Manual on GAPs, GMPs and HACCP principles developed from review and adaptation of existing international documentation.  2. Training module developed in collaboration with the public	1. Farmers, producers and processors of fresh fruits and vegetables have available technical guidelines to improve their operation and to enhance the safety and quality of the food they produce.  2. Training module implemented.	1. Food safety and quality manual produced for the fruits and vegetable sector.  2. Public Health inspectors trained at Level 2 in HACCP principles.



		Health Department of the Ministry of Health.		
<b>PROJECT 3</b>	1. Conduct a market demand study to determine key commodities and quality specifications in targeted <b>value added</b> markets	Document containing an assessment of the domestic demand for commodities and quality specifications in targeted value added markets prepared by Dec. 31, 2011	<ol style="list-style-type: none"> <li>1) Meeting with key stakeholders to identify and agree the targeted commodities held</li> <li>2) The Planning Unit has the market information and is able to support farmers and producers in making investment decisions in the Agri-Food sector</li> </ol>	<ol style="list-style-type: none"> <li>1) Agreement amongst stakeholders on the commodities to be targeted for the value-chain approach by Dec. 31, 2011</li> <li>2) The MAFFI has updated market specifications on demand for commodities as inputs to the <b>domestic agro-processing sector</b> and target markets by Dec. 31, 2011</li> </ol>
<b>PROJECT 4</b>	To facilitate the establishment of formal institutional mechanisms to promote agribusiness through agrotourism linkages	<p>Cabinet approval for the establishment of an Agrotourism Linkages Committee</p> <p>An AgroTourism Linkages Committee established and functioning efficiently</p>	Institutional mechanisms in place and functioning for the promotion of agrotourism linkages	<p>Cabinet paper available by December 2011</p> <p>Meetings of Agrotourism committee held at least quarterly and minutes of meetings available</p>
<b>PROJECT 5</b>	1. Conduct value chain analysis (including nutritional study) of the BBS industry in Barbados	A Document containing an analysis of the demand, supply and potential of the BBS lamb and other by-products developed through desk research and interviews with	<ol style="list-style-type: none"> <li>1) MAFFI and industry stakeholders are better informed and prepared to invest in the industry.</li> </ol>	<ol style="list-style-type: none"> <li>1) A value-chain workshop for the benefit of the BBS industry stakeholders by Dec. 31, 2011</li> <li>2) A meeting amongst stakeholders,</li> </ol>

		stakeholders.		facilitated by a value-chain expert to begin the value-chain analysis of the industry by Dec. 31, 2011
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