



IICA Strategy for
SAINT KITTS AND NEVIS
2014-2018



Inter-American Institute for Cooperation on Agriculture

IICA COUNTRY STRATEGY FOR ST. KITTS AND NEVIS 2014-2018

a. INTRODUCTION

What is the 2014 -2018 IICA Country Strategy (ICS)?

The Inter-American institute for Cooperation on Agriculture (IICA) Medium Term Plan (2014-2018) places emphasis on the outlook and opportunities for agriculture and the challenges that must be overcome if it is to become more sustainable and competitive and at the same time improve rural territories, food security and the qualities of the environment and natural resources.

As a specialized agency of the Inter-American System, the IICA works in a coordinated manner at the hemispheric, regional, multinational and the national levels. However, in doing so it is cognizant of the diversity and dissimilarity of its thirty four member states. Consequently, with the assistance of each country, it develops a medium term vision, which is known as the IICA Country Strategy (ICS). The ICS is therefore a visionary and strategic instrument with proposed outcomes that facilitate the achievement of the strategic objectives established in the 2014-2018 MTP.

The ICS will define the areas in which IICA should concentrate its efforts and capabilities by means of technical cooperation processes framed by the four proposed instruments of action. The topics will be selected jointly with the relevant actors in the country who are involved in the agricultural sector, and will include the academia and the public and private sectors, over a period of four years. All the technical cooperation projects or activities that are carried out annually in the countries, regardless of the origin of the resources, should lead to the achievement of the objectives defined in the Strategy and respond to the 11 Contributions outlined in the MTP.

In order to maximize the efficiency of the potential of the ICS, IICA has adopted a result based management approach. These results are expressed in a deliverable product that IICA must show at the end of the period. At the end of each year, an Accountability Seminar is held so as to provide a progress report on the ICS to the National authorities and other counterparts.

b. METHODOLOGY

The preparation of IICA Country's Strategy for St Kitts and Nevis entailed a process that was aimed at developing a programme that identifies the priority needs for agriculture in the country. It also matched these needs against the institutional capabilities in order to determine whether or not they could be effectively implemented. The methodology involved a detailed process that was very participatory. It involved the following steps:

- 1) Review of the plans and programmes for agricultural development in St Kitts and Nevis. These documents included The St Kitts and Nevis Annual Budget Address 2014; The Agricultural Development strategy 2013-2016; The Sugar Adaptation Strategy (2006-2013) and CARDI's Strategic Marketing Plan.
- 2) Stakeholder's consultations (*List 1*). Various consultations were held with the Ministry of Agriculture staff, women and youth organizations and other farmers' organizations to elicit from them the country's challenges and priorities.
- 3) A determination of whether IICA possesses the available resources and competencies to execute the requested demand or whether or not the demand falls within the eleven contributions that the Institute identified for technical action.
- 4) A number of technical cooperation actions were subsequently identified with a view to pursue and incorporated into the flag ship project.
- 5) The final listing of demands was reviewed and approval was given by the national authorities for them to form the ICS.

c. IICA COUNTRY STRATEGY

i. Analysis of the Context

Agricultural development in St Kitts and Nevis over the period 2007 – 2013 was undertaken within the context of the Sugar Adaptive Strategy (SAS). This was designed and approved by the Government to transform the economy as it adjusts to the new economic and social challenges brought on by the closure of the sugar industry in 2005. The SAS incorporated the Department of Agriculture (DOA) Strategic Plan 2005 – 2009. Its main objective was to increase output significantly in a sustainable manner, while focusing on the commercialization of both crop and livestock production. The SAS also relied on the Ministry's Agricultural Development Strategy (ADS) 2007 – 2011, which was developed with the assistance of IICA. In this strategy, agricultural diversification was the primary strategy employed. Some of the areas of progress noted after its implementation include:

- A steady capacity of the non Sugar subsectors, particularly short-term crops and livestock, to increase output and generate economic linkages, trade opportunities and growth in agricultural Gross Domestic Product.
- A growing interest and inclination among producers including former sugar workers to the make the shift from Small Scale Production to Small Scale Commercial Production.
- A growing interest thrust towards developing the domestic agriculture and food markets and identifying a commercial production to take advantage of strategic high value opportunities.
- The emergence of an enterprising group of agro-processors.

Commercial farmers have been identified as critical to increase food production and security in the agricultural sector. Consequently, a demonstration farm has been established. The objectives of this farm, is to increase the supply of selective crops to the point where consumers can benefit from reduced prices of vegetables on the local market. In addition, the farm would be used on for training in agricultural science, farming technologies and farm management. The technical staff at the Department of Agriculture is expected to work with the farmers to find solutions for severe weather and pests. As a result, the Ministry has established an Agricultural Resource Management Unit, which procured seven (7) greenhouses, which provide environmental modification and protection from severe weather and pests during the cultivation process. This programme will be expanded to other communities.

Various organizations, such as FAO and IICA have continued to assist the Ministries of Agriculture and Education with agriculture in the school. Consequently, shade houses have been built at four high schools and the gardens of 6 primary schools have been improved.

To further diversify the food product available, the St. Kitts Agro-processors Cooperatives has assisted with the introduction of new products into the market, while at the same time secure new markets for existing products. Special attention is being placed on the development of the value chain, enterprise, agricultural health and food safety.

The livestock subsector development continues to be challenged with diseases, poor husbandry practices and the high cost of feed posing acute problems. Despite these difficulties, the Ministry has remained committed to the expansion of this sub-sector. Consequently, it has been involved in the introduction of improved breeds and an artificial insemination programme.

Despite the fact that agriculture only contributes about 5% of GDP, it continues to have an important role in the development of the economy. Not only is the impact confined to ensuring food security and employment but it extends to the conservation of the environment. It is expected that growth within the sector will be sustainable while contamination of the soil and potable and coastal water are reduced (Budget Address 2012).

The Ministry of Agriculture is cognizant of the effect of climate change with longer dry periods and intense rainy periods. These trends introduce risks that can constrain the potential of the sectors to enhance the nation's food security and the development of high impact productive activity. The Ministry is therefore seeking out new technologies in order to ensure that crops could be propagated year round, notwithstanding the changes in weather patterns. The management and availability of water is vital to the continued development of the agricultural sector. Consequently, shade house technology, water harvesting and drip irrigation technology would form an important part of the solution to address these problems.

ii. International vision and hemispheric trends in agriculture and rural life

The Food and Agriculture Organization of the United Nation, the Economic Commission for Latin America and the Caribbean (ECLAC) and the Inter - American Institute for Cooperation on Agriculture (IICA) have all recognized the important role that agriculture plays in the socio-economic development of the nations, in fighting poverty, achieving environmental sustainability and food security. They have indicated however, that the following challenges have presented obstacles. These include productivity and competitiveness, sustainability, food and nutrition security and inclusion.

The challenge of productivity and competitiveness is reflected in the view that the coming decades will be marked by greater demand for agricultural products, especially foodstuffs. Innovative alternatives to current production models will be needed to meet this challenge fully and sustainably. Not only do productivity levels need to improve, but the region's agriculture also faces a problem of competitiveness on increasingly dynamic markets, with rivals from other parts of the world, the advance of trade integration, changes in the structure and interworking of agricultural chains, more multinational investment in such production factors as land and water, and the emergence of new public regulations and "private standards" that condition trade in agricultural and agri-food products.

The challenge of sustainability is of particular importance to the Caribbean Region because of the growing frequency of catastrophic climate events such as droughts, floods, changes in rainfall patterns and new pests and diseases, all of which jeopardize productivity and call for integrated risk management as a tool for making agricultural activities less vulnerable. Agriculture needs two essential processes for responding to these issues: mitigation and adaptation.

The challenge of inclusion pertains mainly to the issue of poverty. Data from ECLAC show that 164 million Latin Americans still live in poverty (27.9 % of the population) and depend on agriculture as their primary economic activity. The great

majority of these people live in rural areas and indigenous communities. Inclusion applies to all population groups. It implies positive actions to recognize the role of women, young people and the indigenous populations in agriculture and rural territories, and to strengthen their participation in the economy and development by means of interventions that will guarantee their rights and empower them. It will be critically important to raise the profile of agriculture and the important role played by producers, to make this activity attractive to young people. Moreover, the contribution of rural women to family farming and food security needs to be recognized more fully.

The challenge of food and nutritional security remains central to the actions of many governments in Latin America and the Caribbean. Currently, some 842 million people in the world today are undernourished or suffer from chronic hunger; of these, approximately 47 million are in LAC (FAO, 2013). This region will need to be feeding a population of nearly 1.3 billion people by the year 2050. The countries of the hemisphere hold the shared aspiration of achieving food and nutritional security for all, and they reiterated this intention at the 32nd General Assembly of the OAS (Cochabamba, Bolivia 2012), broadly recognizing that agriculture plays a leading role. Safeguarding everyone's right to food does not depend on actions by the agricultural sector alone. Admittedly, agriculture is a key activity in the productive phase; however, gaining physical and economic access to high-quality food and using it well depends on many factors that lie beyond the realm of the agri-food sector.

Many of the challenges mentioned above will require overcoming the challenge of innovation in the agriculture. Agricultural innovation is a catalyst for growth and positive change. Promoting innovation is vitally important to increase and intensify production and to improve productivity, boost income, reduce poverty and inequality, lessen the environmental impact of the agricultural sector, respond to natural disasters, broaden access to new technologies, adapt to climate change and, consequently, achieve food security and the best possible quality of life for our peoples.

Finally, the challenge of the integrated management of water resources, although an emerging issue in many countries is key to achieving agriculture and rural development. Achieving more productive and sustainable agriculture depends largely on the sector's ability to manage water resources well and thus efficiently transform water into food; this, in turn, requires a new type of agriculture that uses water more responsibly. The American hemisphere possesses relatively abundant water resources.

The region is endowed with great environmental, social, economic and political wealth and diversity, equipping it to identify water management models that can be shared among the countries to improve their public policies and investment plans and to build up their systems for innovation in sustainable water management.

The European Union Trade and Development Partnership with the Caribbean stretches back more than 30 years. The CARIFORUM - EU Economic Partnership Agreement or EPA as it called is a new partnership, which was signed in 2009 with a group of 15 Caribbean Countries. The agreement comes with substantial EU aid for Trade. Some of the objectives of the Agreement includes provision of support

measures to promote private Sector and enterprise Development and enhance competitiveness and diversification.

The overall objective of the 10th EDF Programme is to support the beneficial integration of the CARIFORUM States into the world economy. The project on Sanitary Phytosanitary (SPS) Measures is one component of this programme and is entitled, “Support to the Forum of Caribbean States in the implementation of the commitments undertaken under the Economic Partnership Agreement (EPA)”. The actions of the SPS Project is intended to increase production and trade in agriculture and fisheries, which meet international standards while protecting plant, animal and human health and the environment.

The project consists of three components:

- **Legislation:** To enhance CARIFORUM Agricultural Health and Food Safety (AHFS) efforts and strengthen enforcement of protocol, standards, measures and guidelines for increase production and marketing in agriculture and fisheries.
- **National and regional SPS coordination:** To support the implementation of the SPS measures in the CARIFORUM member states.
- **Capacity Building:** To support and strengthen the national and regional regulatory and industry capacity to meet the SPS requirements of international trade. St. Kitts and Nevis is a participant in this project.

Another component of the 10th EDF Programme is the project entitled, “Agriculture Policy Programme in the Caribbean. The overall objective of this programme is to enhance the regional and inter-regional capabilities of the agricultural sector in eradicating poverty. The specific objective is to increase the capability of Regional Agricultural Organization of the Caribbean to address the development needs of small holders.

An important part of the project is to support efforts that encourage and enable small producers/entrepreneurs to: influence decision-making on matters that affect their livelihood; enhance operational efficiencies through the validation and adoption of improved and appropriate technologies, innovation and sustainable practices; and strengthen capacity to effectively and take advantage of market opportunities. The goal of the project is to develop a culture of entrepreneurship for women, agri-business and youth.

It is therefore critical that if the agricultural sector is to fulfill its socio-economic and developmental role, it must be fully aware of trends in the hemisphere and try to ensure that its policies and actions are in sync with those in the hemisphere.

iii. Challenges and opportunities for agriculture in the country

In order for one to articulate the technical cooperation agenda for the country, one must be aware of the challenges within the sector and the potential which exist for growth and development. An analysis of the challenges and the potential are listed below:

Main challenges of Agricultural Sector:

- Inadequate water and lack of proper irrigation system.
- Weak inter-sectoral linkage between agriculture and other sectors.
- Aging majority of farmers and the lack of youth involvement.
- High percentage of crop loss as a result of monkey damage and praedial larceny
- The phenomena of climate change that have resulted in extreme weather patterns, which have increased the risk and uncertainty associated with the agricultural sector.
- Limited entrepreneurial and farm management knowledge
- Undeveloped agricultural health and food safety system.
- High food import bill as a result of insufficient local production
- Weak marketing infrastructure as it relates to market intelligence, market development and promotion.
- Limited adoption of innovative technology, which would improve production and productivity.

Opportunities for Agricultural Development

Despite its many challenges, there are numerous opportunities for the development and growth of the agricultural sector. The potential for the development of the sector is driven by the following factors:

- There has been a growing interest and global consensus over the last 5 years on the importance of agriculture and food security as the major world economies accelerate efforts to meet their 2015 Millennium Development Goals. Issues which are high on the agenda include food and nutrition security, rural prosperity, climate change adaptation and eco-systems preservation.
- St. Kitts and Nevis has endorsed the Regional Food and Nutrition Plan as the blue print for national intervention. This could provide leverage for international resource mobilization.
- The Federation is a member of the OECS and CARICOM where it would have access funding from organization from the European Union.
- The country is in close proximity to major food import dependent Caribbean countries. These would provide a ready market.
- The growing tourism sector offers scope for expanding product range for both food (fresh, processed and meat) and non food product products and services. There is therefore an ideal opportunity for strengthening the linkage between tourism and agriculture.
- A growing annual food import bill of EC\$20 million represents a significant opportunity for import substitution based on domestic production.

- The pivotal role played by agriculture in areas others than food production such as natural resource management including watershed management, pursuit of a low carbon development strategy in conserving our biodiversity.
- The thrust by government to achieve economic diversification with the agricultural sector being identified as a sector for special attention.

The core programs which have been identified by the Ministry of Agriculture for implementation during the period 2011 – 2014 are:

- Operation Food Security. This programme seeks to use agriculture as one of the vehicles to contribute and impact the wider societal objective of food and nutrition security. St. Kitts and Nevis is classified as a net food importing country. The target for promoting self reliance is therefore households and communities, with a particular focus on facilitating small food production unit – household, school and small scale farmers. The growing of crops under protected cover would be enhanced.
- Farming and Agricultural System Transformation (FAST). This seeks to address the deep-seated constraints to agricultural productivity and competitiveness. Consequently, other priority action areas will be impacted. There are:
 - Raising productivity levels. This will be driven by Research and Development, technology and Innovation and Change Management Strategies.
 - Building critical mass in supply capacity, which will emphasize participatory stakeholder approaches, organizational development and capacity building
 - Engendering a sustainable farming culture, built on selective information, dissemination and incentives.
 - Integrating land and water development, which will require focused attention to legislation and regulation and infrastructure development.
- Agri-business Development and Market linkage. This is a logical extension and complement of programme 2 and its main area is to forge farm to market linkage.
- Agricultural Risk Management and climate change adaptation. This involves reducing vulnerability of crop and livestock production to risk and climate change impacts.

iv. Needs/Requests for technical cooperation

In order to obtain a preliminary “approximation” of the technical cooperation needs of the country, a process of updating and validating of the ICS was undertaken. This involves the usage of three annexes.

In Annex 2, the office was able to pinpoint the area of commonality between the 11 contributions (Annex C) to national project which are financed with external resources.

In Annex 3, an analysis was undertaken to determine the technical leadership and cooperation manage capabilities, which the office has in order to implement the project. The skill sets that were required include institutional building, project management, creation of methodologies and instruments, consensus building and co-ordination of stakeholders, corporate management, knowledge management and skill development and horizontal cooperation.

In Annex 4, the purpose was to identify the technical co-operation needs and how they relate to the 11 contributions and the 4 flagship projects described in the MTP. The analysis includes the identification of the need, the name of the entity requesting technical cooperation and an analysis of the office capacity to respond.

The demands which were identified by the country are as follows:

(1) *Promote the commercial production of vegetable mainly with the use of shade house technology, so as to increase the intake of nutritional food.*

The entities that would have made the demand are the farmers and the Ministry of Agriculture. In addition, the office has the technical competence to implement this project. Under the IICA/CARDI Agreement, a grant of US\$30.00 was received to implement this project. Under this programme one protected house would be constructed. Farmers and students would undergo training in plant growing media, plant nutrition, fertilization, integrated pest management and crop culture. A manual would be produced and an evaluation will be made of local materials, which could be used as a growing medium. In addition, there will be cost of production training, which would enable farmers to calculate cost; return and profitability and plan for niche marketing.

In addition, there would be training in backyard gardening, compost making, use of local materials for pesticide making and the formulation of liquid fertilizer

(2) *To enhance water harvesting and to manage the utilization of water resources*

The request was made by the farmers and the Ministry of Agriculture. Water is one of the most limiting factors to agricultural production. Hence, the activities will entail

identifying and promoting water harvesting technologies, efficient use of water, preparation of manuals of dam construction and drip irrigation systems.

(3) *Strengthening and integrating agricultural health and food safety system and service for enhanced food security and increased market access.*

This demand was made by fishers, farmers and agro-processors. It would be fulfilled through the implementation of the European Union funded project under the Economic Partnership Agreement (EPA) Sanitary and Phytosanitary Measures (SPS).

In order for St Kitts and Nevis to address its Food Security concerns and increase its earnings from Agriculture it must develop an effective National animal and plant health quarantine system. This is necessary to avoid rejections of shipped Agricultural Products and the importing of animal and Plant pests and diseases. Consequently, three persons will be trained at the Diploma level in Agricultural Health and Food safety and one person in laboratory diagnosis at the Certificate level. In addition, an assessment would be conducted on the animal and Plant Health Systems and a list of regulated pest s for St Kitts and Nevis will be drawn up.

The project will:

- Develop model legislation, protocols, standard, measures
- Develop model legislation, protocol, standards; effective national co-ordination mechanisms on the support of the SPS regime.
- Training programmes for animal health and plant health and food safety developed and delivered to competent authorities and regulatory agencies and training programmes developed such as HACCP, Traceability and Biosafety.

(4) *Introduction of white potato germplasm and evaluate 4 varieties for productivity and for different uses.*

This request was made by the Department of Agriculture. White potato is one of the major components of the basic diet of the Federation. Thousands of pounds are consumed locally. However, only a small amount is produced locally. The country is therefore, forced to import large quantities of potatoes.

The aim is to grow and evaluate four varieties of white potatoes for productivity and also texture for different uses. Consequently, the varieties would be evaluated through tasting.

Potato seeds used for propagation are brought from Holland. At times, the seeds arrive late and sometimes they are damaged. The aim is to collaborate with IICA Antigua. (Rapid Response Action). They will set up and operate seed producing unit, transfer germplasm from in vitro to in vivo, carry out the process of tuber production and facilitate the introduction of breeding lines from the international Potato Center that could have acceptable adaptation to both St Kitts and Nevis and Antigua and Barbuda.

This demand would be addressed through the Flagship project: Competitiveness and Sustainability of agricultural chains for food security and economic development.

(5) *Strengthening the marketing of agricultural products*

The request was made by the Ministry of Agriculture. This demand often results in periods of shortage and abundance and has frustrated the farmers. In order to address this problem in the following activities would be pursued

- Prepare and disseminate technical documents, studies and experiences that help to improve knowledge access and linkages to markets
- Study of innovative models in market system
- Strengthening capacities for the collection analysis and dissemination of market information by preparing a diagnosis of needs and market information and design plan for institutional strengthening.

This would be pursued through the competitiveness and sustainable flagship as well as the intra-ACP Policy Programme

6) *Management of agricultural chains and agro-entrepreneurial capacities.*

This request was made by the farmers and Ministry of Agriculture. The aim of the demand is to strengthen capacities of producers, family farmers, agro-entrepreneurs and agents of development so as to inform:

Agricultural Organizations suffer from weak governance and organization structure. For the next two years, training Workshops would be done by IICA. It is anticipated that as a result of these training, four (4) agricultural organizations would now demonstrate improved governance procedure, entrepreneurship, value added and Organizational Competencies and have strengthened the leadership of their groups. They now deliver improved services to their members.

This will be pursued through the competitiveness and sustainability of agriculture flagship as well as the Intra ACP Policy Programme

7) *Climate Smart Agriculture*

Climate Change has brought about an erratic pattern of local weather which has had a number of adverse effects on Agriculture. By means of webinar, training Workshops and farmers' competition which highlights best practices and climatic smart practices, farmers will be aware of more sustainable Agricultural productions systems. Those would be achieved through adequate enabling environment, adaptive infrastructure, resilient markets, appropriate policies and appropriate tools to assure

success and sustainability. Future risk would be managed by reducing vulnerability and building resilience.

8) Introduction of more youths into the Agricultural Sector

The aging Farming population in St. Kitts and Nevis is one the major drawbacks to major Agricultural Development. Most of the farmers do not utilize new innovations nor make significant financial investment to their farms. Consequently, the St Kitts and Nevis Agricultural Youth Forum, a mechanism which has been established by IICA has been strengthened and youths mobilized in production, and the entire Marketing Chain, Science and Technology related Programmes for industry development, advocacy and dialogue on policies and Programmes towards the sustainable development of Agriculture. The aim is to assist in providing shade house for 50% of the High Schools and 25% of the Primary Schools. These will assist with its school feeding programme.

v. ICS Instruments of action

These FPs are aimed at transforming the agricultural sector through 4 strategic objectives. These are:

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

All of the technical cooperation projects and action form part of the four (4) major hemispheric flagship projects (FP). These FP included (1) Productivity and Sustainability of Family Farming for Food Security (2) Competitiveness and sustainability of Agricultural Chain for Food Security and Economic Development (3) Inclusion in Agriculture and Rural Areas and (4) Integrated Environment Resilience and Risk Management for Agricultural Production.

In addition to the FP, there are three other instruments of action that could finance technical actions. They are (1) the Rapid Response Actions, which are actions aimed at addressing specific requests and opportunities that arise in a country or group of countries due to political, social or economic change or an environmental crisis or any other matter that warrants a prompt response. (2) The FonTC, which is IICA's mechanism for financing pre-investment initiatives for developing projects targeted at attracting external funding, or to increase the mobilization of new financial resources to supplement the regular fund. (3) The externally funded project is an instrument fully

funded externally and designed or implemented to compliment and expand IICA's action in keeping with the MTP.

vi. Implementation

The office in St. Kitts and Nevis will provide support with critical stakeholders to address the demands, which have been identified. These demands are as follows:

- Enhance productivity of vegetable crops through protected agricultural technology.
- Introduction of evaluation of white potato germplasm and provision of technical assistance in multiplication of selected varieties.
- Value chain development by enhancing the capacity of farmers, agro-processors, youths and women.
- Strengthening and integrating agriculture health and food safety system and service for enhanced food security and increased market access.

In order to address these demands, the office will utilize a number of technical co-operation instruments, which have been widely used by the Institute. These include:

- Direct technical cooperation
- Training in subjects related to IICA's area of competence
- Use of information and communication technologies
- Knowledge management instrument
- New conceptual frameworks, methodologies, models and tools
- Horizontal technical cooperation
- Collaboration with partners and engagement of stakeholders and beneficiaries

The project involves various components of three flagship projects. These elements, objectives and activities would be pursued by means of using the various technical cooperation instruments which have been widely used by IICA

vii. Accountability and Evaluation of Results

d. Follow-up, monitoring, and evaluation of the ICS.

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

A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to achieving the objectives identified in the MTP.¹

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

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

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

Monitoring and evaluation will contribute to a better understanding of the progress of the Institute, it will play an important role in accountability, the reporting and transparency of their actions, and identify potential obstacles to prevent compliance and adjustments required in the different strategies in a spirit of coordination and responsibility.²

e. Accountability

IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcomes actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping its principals informed of what has actually been achieved compared with what was initially planned.³

All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.⁴

¹ Pg. 56 2014-2018 MTP

² Pg. 53 2014-2018 MTP

³ Pg. 16 2014- 2018 MTP

⁴ Pg. 33 2014-2018 MTP

ANNEX C

- A. Strengthening the capabilities of the Member States at the national, regional, and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural

territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.

- B. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- C. Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- D. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- E. Increasing the capacity for area-based social management¹⁸ among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- F. Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
- G. Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
- H. Improving the efficacy and efficiency of food and nutritional security programs in the Member States
- I. Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.
- J. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
- K. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.

Annex 4

Exercise to pinpoint technical cooperation needs and their relationship with the 11 contributions and 4 Flagship Projects

IICA Office in St. Kitts and Nevis

Contributions/Flagship Projects	Agricultural Chains	Inclusion in Agriculture and Rural Territories Flagship Project	Family Agriculture Flagship Project	Building Resilience in Agriculture Flagship Project
<p>Contribution 1: Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt and mitigate the impact of climate change, and promote food and nutritional security</p>	<p>Technical assistance to public and private sector agriculture and rural development service provider agencies.</p>			<p>Technical assistance to public and private sector agriculture and rural development service provider agencies</p>
<p>Contribution 2: Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.</p>			<p>Promote the commercial production of vegetable mainly with the use of shade house technology, so as to increase the intake of high nutritional food</p> <p>Introduce white potato germplasm and provide technical assistance in the multiplication of the varieties.</p>	
<p>Contribution 3: Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security</p>				<p>Strengthening and integrating Agricultural Health and Food Safety system and service for enhanced food security & increase market access.</p>
<p>Contribution 5: Increasing the capacity of area-based social management among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.</p>			<p>The development of capacity in:</p> <ul style="list-style-type: none"> - Entrepreneurial management - Socio-organizational management - Chain management - Addition of value 	
<p>Contribution 7: Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.</p>				<p>To enhance water harvesting and to manage the usage of water resources through drip irrigation systems.</p>
<p>Contribution 10: Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.</p>	<p>Strengthen market intelligence in the agricultural sector.</p> <p>Enhancing the capacity of agro-processors to add value to selected crops.</p>			

LIST 1
Stakeholders who took part in the Consultation

St. Kitts and Nevis Agricultural Youth Forum

- (1) Stuart Versailles
- (2) Krystal Phillip
- (3) Eustacia Morton
- (4) Teresa Dias
- (5) Teryl Nisbett

St. Kitts Agro-processors

- (1) Sheila Harris
- (2) Ira Liburd
- (3) Teresa Connor
- (4) Loretta Patrick
- (5) Roberta Rawlins

St. Kitts Farmers Cooperative Society Limited

- (1) Arabella Nisbett
- (2) Luther Clarke
- (3) Tracey Peets
- (4) Roland Mills
- (5) Denise Gillard

St. Kitts Livestock Farmer's Cooperative Society Limited

- (1) Irvin Daniel
- (2) Valerie Connor
- (3) Jeffery Berry
- (4) Dr. Lesroy Henry

Ministry of Agriculture (St. Kitts)

- (1) Ian Chapman
- (2) Dr Tracey Challenger
- (3) Gene Knight
- (4) Paul Benjamin
- (5) Ashton Stanley
- (6) Racquel Ezquea-Williams

Nevis Growers' Association

- (1) Emontine Thompson
- (2) Donald Daniel
- (3) Mansa Tyson
- (4) Althea Kelly
- (5) Mervin Griffin

Ministry of Agriculture (Nevis)

- (1) Keithley Amory
- (2) Eric Evelyn
- (3) Floyd Liburd

- (4) Randy Elliott
- (5) Dr. Patricia Bartlette
- (6) Barbara Morton
- (7) Garfield Griffin

Nevis Livestock Farmers' Association

- (1) Leroy Thompson
- (2) Livingston Hanley
- (3) James David
- (4) Recaldo Brown
- (5) Betty Bailey
- (6) Adolph Jeffers
- (7) Vera Browne