



**Département territoires,
environnement et acteurs
Cirad-tera**

**Study of rural and agricultural organizations
and
Services to agriculture in the OECS countries**

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EXECUTIVE SUMMARY

Today agriculture remains an essential sector in the economic and social development of the sub-region, despite an apparent decline in contribution to GDP. When all aspects of agriculture are taken into consideration, including non-merchant economic transactions, its actual contribution is considerably greater.

Producers face many challenges in their efforts to improve their standard of living, enhance production and quality to meet the requirements for the supply of the local residents and visitors. Efforts are concentrated on pursuing agriculture in a sustainable manner against the background of limited arable land due to the small size of most of the countries and the competition for land, water and labour for agriculture with tourism and real estate development.

Agricultural researchers and extension workers have to rise to these challenges and devise effective technologies that are appropriate to the particular farming systems. Internationally the use of participatory methods, in which the farmer is involved at all stages, is proving effective in the development and transfer of applicable measures to address constraints on production.

The challenge of establishing effective collaboration between the three main players (extension, research and farmers) will be facilitated by:

- the joint definition of territorial and local development priorities and the demand of key stakeholders on which matters relating to specific research activities can be based; the implementation of effective frameworks for collaboration between research and extension, which include structured farmers' organisations at at least two geographic levels (the village and small region);
- the ability of farmers' organisations to mobilise funds to provide incentives for research;
- the development and implementation of training modules on: the benefits of partnerships; improving communication and dialogue between the different players; and increasing the awareness of researchers and extension agents regarding the demands of farmers' organisations;
- the implementation of effective communication systems between research, extension, and farmers' organisations, so as to inform the organisations of the services that research and extension can offer, and, especially, with a view to encouraging the joint construction of farmers' organisation requests;
- the ability of extension services to redefine their approach so that it is more responsive to the specific needs of farmers' organisations;
- strengthening the ability of research to form multidisciplinary research teams using proven participatory methodologies, and improving capitalisation on the skills of systemic agronomists, geographic and social scientists;

PROPOSALS FOR ACTION

SUPPORT PROGRAMME TO RURAL PRODUCERS' ORGANISATIONS

All the programmes of support to the organisations of producers are complex owing to the fact that it implies collective decision-making processes. There is no universal approach to supporting RPOs. Support must be a tailor-made, in a learning-by-doing process that will vary according to each country's circumstances and to the needs of POs.

A programme of support could be proposed according to the following general orientations:

- To consider the diversity of the organizations and the dynamics in progress with particular attention to recent history and the real capacities of each of them. This implies a **phase of concerted diagnosis** during which as many as possible of the members participate. The objectives are to identify the present situation, the common objectives according to the constraints and the means available. The concerted diagnosis may be the result of a two way analysis; an external diagnosis completed by an auto diagnosis. The results of these two diagnoses are presented to the members of the association for evaluation, leading to a concerted diagnosis.
- To continue throughout the implementation of action, and to define, with a concerted approach, programs of support. Consideration should be given to the capacity of each organisation to adapt and their capability to absorb new techniques, concepts or external support, in a rhythm compatible with the development of their own resources (labour, financial, facilities).
- To provide methodological support by means of training in order to encourage improvement of internal management and self-evaluation. These training courses will aim at providing competency organisational, programming and evaluation skills of the activities undertaken. These training courses will be adapted according to the weaknesses and strength of the organisations according to the final diagnoses reach by the members of the association.
- To propose specific training modules:
 - * Development of the organisational project: diagnosis of situation, revisiting the objectives, and definition of a strategy. The choice of the activities has implications for the organization of work, the distribution of the responsibilities for funding and management of the funds.
 - * Programming of the activities: the monitoring of their realization and the evaluation of the results. This last phase allows for future planning and programming of subsequent activities.

- According to the specific needs of each organisation an extensive list of training modules could be drawn up, including:
 - * *Functional literacy and numeracy;*
 - * *Accounting and financial management;*
 - * *Running an efficient information system;*
 - * *Ensuring producers have access to services they require to increase agricultural production: access to inputs, markets, financial institutions, and processing of agricultural products;*
 - * *Providing technical services or advice to producers;*
 - * *Facilitating and ensuring that producers have access to existing public or private services;*
 - * *Internal management capacity:*
 - *Identification of producers (members and non-members) needs and capacities (financial, technical);*
 - *Prioritization of producers' needs, constraints, and requests;*
 - *Formulating producers' requests;*
 - *Defending producers' interests;*
 - *Reporting and accountability to members and producers;*
 - *Managing internal conflicts;*
 - *Designating, implementing, and evaluating work, done internally or contracted out; and*
 - *Saying no to members and explaining why.*
 - * *Participating in a range of management meetings of public or private institutions which provide technical or financial services to producers.*

- The producers' organisations need to develop progressively step by step in order for these support programmes to be effective. To be efficient, these support programmes need the progressive development of the internal capacities of the organizations of producers. In particular, there is a need for internal acquisition and appropriation of tools of animation, and knowledge collection used during the process as well as taking stock of the thought processes. This is necessary (is in order) to prevent operations from being led by actors external to the organization (eg experts and consultants, from the government services, external aid agencies or NGOs), and to avoid confusion over responsibilities for action and to avoid confusion over interference in the decisions taken.
- To reinforce the mechanisms of negotiation and dialogue in each country by proposing general meetings, where the ongoing of various works in progress will be presented (diagnosis, training, studies, etc...). Regional meetings could follow on from these national meetings.
- In parallel, research and studies must be carried out with the agricultural services at national and regional level, in order to provide the necessary information for the processes of diagnosis and subsequent planning of the activities of the RPOs. This information must relate not only to the markets, their evolution and the conditions of marketing, but also to activities and farming systems and natural resource management (soil, water, labour) in a given geographical space.

IMPLEMENTATION:

The prevailing condition for implementation is a concerted action between all the components of the rural development process intervening in the sub-region. The implementation could benefit from contextual and specific supports, which could be brought in, on a case-by-case basis, by the different research and development bodies working in the area (CARDI, CIRAD, IICA, and UWI).

Initially the support of short-term expertise and interns (students gaining experience) could help to implement the phase of concerted diagnosis in some selected countries according to the priorities as defined within the OECS strategic plan.

The technical capabilities reinforcement programme, for the agricultural services and RPOs associations, could be carried out, after preliminary diagnosis, in the form of a training scheme defined in dialogue with the various stakeholders. This program could be carried out over a three year period, four visits a year,(each of three to five weeks duration) by one or two experts .

The consultancies and the training courses contents must be linked to the development activities engaged in by the various stakeholders (international agencies, government, RPOS) and be based on the resolving of the problems encountered at the level of each organization.

Studies of some commodity chain production and marketing systems (according to the commercial and non-commercial sector) could reinforce these actions. These studies, undertaken in dialogue with the programme of reinforcement of the capacities of the RPOs, the information provided in these studies must be at a level that is immediately usable by them (and not remain at the level of the support services government, agencies or NGO).

Priority in terms of which commodity chain (fruit and vegetables, roots, tubers and plantains, livestock, poultry...) should be defined according to the existing knowledge in each country. However, these studies must be oriented in order to provide information on the farming systems (Strengths, Weaknesses, Opportunities and Threats), the strategies of the producers and their systems of activities.

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ABBREVIATIONS

ACP	African, Caribbean and Pacific group of states
APAD	Agro-processors Association of Dominica
BGA	Banana Growers Associations
CABA	Caribbean Agribusiness Association
CaFAN	Caribbean Farmers Network
CANARI	Caribbean Natural Resources Institute
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CBO(s)	Community Based Organisation(s)
CDB	Caribbean Development Bank
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement (French Agricultural Research Centre for International Development)
CSME	Caribbean Single Market and Economy
CTA	Technical Centre for Agricultural and Rural Cooperation ACP-EU
DBPL	Dominica Banana Producers Limited
DEXIA	Dominican Export Import Agency
EC	European Commission
EC\$	East Caribbean Dollars
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FLO	Fair Trade Label Organization International
GDP	Gross Domestic Product
ICT	Information and Communications Technology
ICTA	Imperial College of Tropical Agriculture
IFAD	International Fund for Agricultural Development
IICA	Inter-american Institute for Cooperation on Agriculture
IRD	Integrated Rural Development
IRDC	Inland Reception and Distribution Center
Mn	Million
NGOs	Non-Gouvernemental Organisation
OECS	Organisation of Eastern Caribbean States
RRC	Regional Research Centre
RPO(s)	Rural Producers' Organisation(s)
SVBGA	Saint Vincent Banana Growers Association
SFA	Special Framework of Assistance
STABEX	Stabilisation of Export Earnings
TAPARD	Technical Assistance Project to Promote Agricultural and Rural Development
UNDP	United Nations Development Program
USD (US\$)	United State Dollars
UWI	University of the West Indies
WDB	World Development Bank
WIBDECO	Windward Islands Banana Development and Exporting Company
WINFA	Windward Island Farmers Association
WTO	World Trade Organisation

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GENERAL BACKGROUND

CONTEXT OF THE STUDY

The study presented here is based on a very brief field mission in each of the six countries visited. This report cannot pretend to offer a complete study of the agricultural sector, the farmer's organisations and research/ extension linkages with farmers' organisations.

However, we will try to highlight some key points and key strategies that could be undertaken to promote integrated rural development in close liaison with producer's organisations and the agricultural services.

MAIN OBJECTIVES OF THE MISSION IN THE WINDWARD ISLANDS:

- Perform a short review of the services to agriculture and professional organisations.
- Exchange information with government and association representatives, on the opportunities for and threats to the agricultural sector in the island countries.
- Identify and select some possible actions to take in terms of regional cooperation between services and professionals organisations.
- Formulate proposals for technical assistance, training and capacity building.

ELEMENTS OF REGIONAL CONTEXT

AGRICULTURAL AND ECONOMIC BACKGROUND

1. *Some historical features:*

Agriculture has always been an important sector in terms of employment and foreign exchange for the Caribbean Region.

From their integration into the western world economy in the 16th century to the beginning of the 20th century agriculture in the region was mainly the production of tropical products for European countries (Great Britain, Spain and France) and there was a general weakness in the production of subsistence crops (cassava and maize). Tobacco, the first crop grown in smallholdings, gave place in the 17th century to sugar cane, which could only be grown economically on large estates. At the beginning of the 20th century, other export crops (limes, copra, cocoa and bananas from 1930) gradually replaced sugar cane. This economy, based on plantation systems in large estates, shaped the agricultural landscape, the organisation of the rural society and the services to agriculture.

Over the years, after the Second World War and the independence of the countries, the nature of agriculture changed from a plantation system targeting the export market to small farm systems targeting both the export and local market.

Up until the sixties, plantation agriculture was the main form of agriculture practised in the OECS. The drier islands of the north, known as the Leeward Islands produced sugar cane and cotton, whilst the wetter islands of the south, the Windward Islands produced sugar cane, bananas, cocoa, coconuts, citrus fruits and nutmeg.

During this period commodities associations were created for the promotion and advocacy of the local producers in the international markets.

Research and Extension needs of the region were addressed by Commodities Associations¹ together with government ministries, through their public sector extension system, and the Regional Research Centre (RRC) of University of the West Indies (UWI) with desk offices in the islands.

The plantation owners had the resources and they were willing to support the efforts of the researchers. The Commodity and Ministries' extension agents intervened directly in the plantation fields. They were the delivery arm of the researchers.

By the late sixties/early seventies, there was a general demise of the plantation system in the OECS due to falling prices, labour shortages and social unrest. Plantations were abandoned, sold, acquired or taken by workers. This redistribution of land resulted in the increase in importance of the small farmers. Small farming was not new to the islands; it always had two objectives; production for the home with the excess sold on the local markets. However, in the late sixties, small farming took on a different perspective – the production for export.

This process induced evolution in the organisation and functioning of the commodities Associations. Their membership changed from few plantation owners to a large number of

¹ Like the Nutmeg Association, Cocoa Association, Coconut Growers Association, Citrus Growers Association, Banana Growers Association and Coffee Growers Association.

smallholders. Due to the financial constraints faced by the commodities associations, their organizational problems the islands governments had to intervene more intensively in the associations' management.

Some of these associations collapsed or changed to the status of private companies, other remain very strong and active in the agricultural economy.

The late 1980s to early 1990s was also a significant period of land reform for many OECS countries.

During this period, new associations were funded in order to rationalize or secure the land tenure (e.g. Black Bay Farmers Group, Mabouya Farmers, Soufriere Small Farmers Association).

For extension, there was a significant shift in their work. Their clientele increased significantly and the resources of their new clients did not permit them to carry on demonstrations and socialize in the same manner as the plantation owners. In fact, not only did the clientele increased but the number of extension agents decreased because of the demise of some of the commodity associations and the restriction in the ministries budget.

It is also in late seventies and early 80's that NGOs were formed in all the Windwards islands – Agency for Rural Transformation in Grenada (ART); National Farmers Union (NFU) and Windward Farmers Association (WINFA) in St. Vincent; National Farmers Association in St. Lucia (NFA) and the National Farmers Union (NFU) and SPAT in Dominica.

These organizations brought on board new '*participatory extension approaches*' to rural development. They were more area focused and addressed wider issues than traditional extension. Although they worked with extension, they also developed links with international agencies that provide a different service.

2. *Some economical features:*

Today agriculture remains an essential sector in the economic and social development of the sub-region, despite an apparent decline in contribution to GDP (Table 1) from 1993 to 2003 (OECS Secretariat, 2003), with the crop sub-sector being the major contributor followed by fisheries, which has been registering steady growth since 1995 (Table 2).

Table 1: Agriculture's share of GDP (%) in the OECS (1993-2003)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Antigua and Barbuda	3.6	4.0	4.0	-	-	-					
Dominica	21.5	21.7	18.9	19.9	19.4	18.9	18.7	18.1	17.5	17.7	17.9
Grenada	10.6	10.1	10.1	8.6	8.0	7.8	8.0	7.7	8.2	10.4	10.0
St Kitts and Newis	6.8	5.8	5.3	5.2	5.5	4.2	3.3	2.7	3.1	3.4	3.0
St Lucia	11.3	9.6	9.6	9.0	7.2	6.9	7.5	7.4	6.8	6.4	5.3
St Vincent and Grenadines	14.9	11.1	14.1	12.5	10.1	10.8	10.5	10.8	9.6	10.0	9.0

CDB- Social and economic indicators 2004 - Economics Department April 2005- Barbados, W.I.

Table 2: Agricultural output by sub-sectors (OECS region 1995-2001)

Agriculture Sub sectors	1995	1996	1997	1998	1999	2000	2001
Crops	319.61	308.15	281.06	301.39	304.36	314.95	275.33
Livestock	40.99	44.10	45.28	47.78	42.74	46.14	49.20
Forestry	15.63	15.45	15.06	15.00	15.03	15.18	15.12
Fisheries	75.31	80.27	89.47	95.47	97.89	100.34	103.40
TOTAL	451.54	447.97	430.87	459.64	460.02	476.61	443.06

Eastern Caribbean Central Bank: 2001 National Accounts Statistics

These conventional economic indicators, focussing on primary production alone, under evaluate the contribution of agriculture and the importance of rural life in official statistics. A study conducted by IICA (IICA, 2005a) concludes that, when all aspects of agriculture are taken into consideration, its actual contribution is considerably greater.

This conventional approach is also ignoring the fact that in the rural communities, non merchant economic transactions (mutual help, free work, exchange of goods) and community management of collective goods or resources coexist with partial market integration (Sabourin, 2000).

Some studies conducted (Baron, *et al.*, 2001) in small island countries demonstrated that these non merchant transactions occurs among farmers but also with relatives living in urban areas. Despite the fact they contribute to the food security (in urban and rural areas), when added to official statistics only based on merchandised products they may increase up to 80% the agricultural contribution to local economies.

From mid 90 with the uncertainties surrounding the future of the Banana Industry arising from global trade liberalization, the governments of the OECS countries embarked in programmes centred on:

- i. increasing the competitiveness of the banana industry,
- ii. promoting economic and agricultural diversification developing a diversified agricultural sector,
- iii. Addressing the negative social consequences associated with the decline of banana industry.

These diversification programs associated to modernization of the agricultural sector resulted in the apparition of new producers and professional associations. These professional associations (e.g. pig, poultry, egg, broilers, herbs and spices, floral, ...) are market oriented, and integrated in the agro-food industry.

REGIONAL INSTITUTIONS' POLICIES RELATED TO RPOS' AND SERVICES TO AGRICULTURE:

1. OECS:

In 2004, the OECS' countries during the fortieth meeting of the authority endorsed an Agricultural Policy Framework and Strategic Plan (OECS, 2004, 2003).

From the Policy Framework and Plan of Action, the agricultural technical committee decided on nine program areas of which the program entitled "*Encouraging Improved Cooperation and collaboration of the farming Community and other Agribusiness concerns in Agricultural development*" is directly related to the support and reinforcement of RPOs.

The implementation schedule (see Appendix 3 : p 67) defines some priorities of which we can select the following:

- * *Conduct inventory and analysis of situation in Member States, defining appropriate model, commencing in St. Lucia.*
- * *Workshop with stakeholders to finalise appropriate structure defining mission, objectives, operations and services offered.*
- * *Assess current capacity of commodity organizations, institutions and working groups in agriculture.*

2. **IICA**

Two of the six IICA's strategic areas (IICA, 2003) more specifically concern policies related to RPOS' and services to agriculture:

- and the area of "Sustainable Rural Development" with the following selected institutional actions:
 - * *To strengthen the social and cultural dimension of sustainable development with a territorial approach, expanding technical cooperation beyond the priority groups (rural women, rural youths, indigenous peoples) and including the wide range of social actors present in rural territories.*
 - * *To develop the capabilities of social groups and actors to establish relations of cooperation and shared responsibility with public and private institutions, through alliances that will make sustainable rural development processes viable. In this regard, emphasis will be placed on the formation of human capital and social capital. To this end, instruments and mechanisms related to education, training, access to assets and institutional strengthening will be used.*
- the area of "Trade and Agribusiness" Development with the following selected institutional actions:
 - * *To provide technical cooperation for the promotion, organization, integration and operation of mechanisms to bring entrepreneurs together such as Networks, Clusters and/or Trade associations.*

Under this last thematic orientation, IICA supported the creation of CABA (Caribbean Agribusiness Association) a regional organisation.

3. **CARDI**

CARDI is an autonomous institute (Roseboom, *et al.*, 2001), with a regional research and development mandate (including extension) whose budget is funded, in part, by the 13 member states of the Caribbean Community (CARICOM). CARDI's Board of Governors consists of the Ministers of Agriculture of the member states, while its Board of Directors is drawn from member governments and regional agencies.

Despite the fact that the research projects are mainly cropping or husbandry systems oriented CARDI (CARDI, 2004, 2003) developed some studies on fishers' organisations and supported in cooperation with CTA the creation of CAFAN (Caribbean Farmers Network).

SOME REGIONAL PRODUCERS' ORGANISATIONS

1. *Windward Islands Farmers Association (WINFA):*

WINFA was first set up in 1982 (Winfa, 2003b), as a loose grouping of national farmers groups and formally established in 1987 as an sub-regional umbrella organization. WINFA is made up of five farmers associations and unions located in each of the four Windward Islands² and Martinique. These are primary agricultural small farmer based organizations, whose members are principally engaged in the commercial production of bananas and other food crops.

The general aims and objectives of WINFA are:

- to promote the democratic participation of farmers at all levels of the development process;
- to work in collaboration with the national unions to improve the socio-economic well-being of farmers;
- to contribute to the building of national and regional awareness and solidarity
- to collaborate with other national, regional and international organizations concerned with rural development, food production and the problems of farmers and their organizations
- create and forge alliances and linkages between farmers organizations in Latin America, Cuba, Dominican Republic and the other Caribbean islands;
- International networking with farmers organizations, NGOs and Development Organizations in Europe, North America, Africa and Asia.

WINFA opened recently its membership for expansion. This expansion will increase representation of various farmers' groups and organisations. New members do not necessarily have to be the domestic unions.

Winfa established in 1997 a 'Fair Trade' desk to specifically deal with the objective to help the small-scale farmers in the islands to reduce the effects of the competition with the big producers mainly in Latin America.

Winfa registered as a Fair trade producer organization with the Fair Trade Label Organization International (FLO).

Winfa is actively campaigning to promote the sale of 'Fair Trade' bananas from the Windward Islands in supermarkets in Britain and some European countries. Winfa shipped the first Fair Trade banana in July 2000.

Fair Trade growers receive a price varying from 25 to 40% higher than producers of the lowest cost generic fruit do receive. This does not include the 4.67 EC\$ social premium paid for each 40lb box of Fair Trade bananas³.

The social premium is divided into:

- 2.67 EC\$ social project and business development
- 1.50 EC\$ implementation of criteria and administration
- 0.50 EC\$ towards Winfa for education, internal monitoring, co-ordination and administration.

² *Dominica, Grenada, St. Lucia and St. Vincent*

³ *While Fair Trade fruit retails in the UK for a price 119% greater than that of generic fruit.*

Social premium is for the collective use in the different islands. It is allocated to each island; the Fair Trade groups discuss the use to the social premium and make proposals to the National Fair Trade Committee.

Projects funded by the social premium fulfil two objectives:

- support farmers to meet the environmental criteria imposed by FLO (weed control, pit toilets, plastic recollection and disposal, buffer zones, anti erosion devices, upgrading sheds to the required standards),
- support social projects in all communities like school furniture or equipment (chairs, computers, sponges, science laboratories), refurbishment of community centres, improvement of feeder roads, sheds for bus stops.

Farmers attend monthly group meetings where they exchange experiences, discuss the use of the social premium and problems related to Fair Trade. The groups elect a representative to the National Fair Trade Committees. The Winfa Fair Trade Unit coordinates the fair trade initiative on the regional level. The unit is responsible for collecting and distribution of information, administration and internal monitoring. The Fair Trade Unit supports in negotiations and organize training and workshop in co-operation with the National Fair Trade Committees and the Fair Trade Groups.

Given their distinct labelling and separate promotion, Fair Trade bananas do not compete directly with loose fruit, although their much higher price obviously restricts market demand. Despite continuing price pressure at the lower end of the market, some Produce Buyers predict that Fair Trade fruit will eventually command about 35% of the supermarket's total banana sales (Winfa, 2001).

Between early 2001 and 2003, shipments of Fair Trade fruit for all four Windward Islands averaged about 140,000 boxes per quarter (about 13% of total banana production), although allocations increased when the Tesco supermarket chain began marketing Fair Trade fruit in early 2003.

As such, allocations have increased the numbers of groups and farmers certified for Fair Trade production have grown as well. Twelve farmers' groups containing 466 members filled the first Fair Trade shipments in 2000, but by mid-2003, the number of registered groups reached 32, with a membership of 1,368 farmers (Winfa, 2003a).

2. *Caribbean Agribusiness Association (CABA):*

Created in 1998 (CABA, 2002), with support from IICA, this association principal objectives are:

- Coordinate the efforts of agribusiness throughout the region
- Promote and advance the social and economic conditions of those engaged in agricultural activities
- Assist in the formulation and promotion of regional agricultural policies
- Forge and foster linkage with other relevant sectors
- Assist in creating a favourable investment climate in agriculture
- Provide technical and commercial support to the agribusiness sector.

3. *CaFANN (Caribbean Farmers Network):*

The Caribbean Farmers and NGO Network CaFANN is the brainchild of a group of farmers and NGOs participating in a regional workshop organized by CTA and CARDI in 2002.

The Mission of CaFAN is to enhance the well being and competitiveness of Caribbean farmers through the sustainable development of the agricultural and rural development sector and thus contribute to the re-positioning of Caribbean economies.

Its objectives also include the enhancement of the marketing management capability of Caribbean farmers' organizations, improving capacity to deliver services to members, facilitating intra and extra regional trade, and networking among others. CaFAN also seeks to increase communication and exchange of ideas, experiences, resources, information and technology between and among farmers associations in the Caribbean with a view to influencing positively on the competitiveness and sustainability of the agriculture sector.

Under the auspices of the Caribbean Agricultural Information Service (CAIS) and the CTA Regional Branch Office for the Caribbean and CARDI the group has continued to work closely with the Agricultural Society of Trinidad & Tobago, the Eastern Caribbean Trading and Development Company and more recently the Jamaica Agricultural Society and Barbados Agricultural Society, to foster greater collaboration.

CARDI's working relationship with the group continued in 2003 with the development of project concepts and proposals as well as the completion of a regional survey of farmers groups and the hosting of a regional meeting of Caribbean farmers in 2004. In recognition of the importance of expanding and developing a program for the network, a planning meeting of the group's interim committee was also held in December 2004 in which activities were identified to be undertaken in 2005. To this end, the CSME regional event was held on 2-3 June 2005 in Barbados.

CaFANN members decided to change the name to the "Caribbean Farmers Network" CaFAN, instead of the Caribbean Farmers and NGO network. This was in view of the importance of stressing the emphasis on farmers and producers, in particular small farmers. NGOs associated with agriculture will still be eligible for membership.

4. Possible characterisation of some Caribbean Regional Associations:

Table 3 : Possible typology of some Caribbean organisations regarding their main functions

Associations	Natural resource management	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Linkage
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Livehood improvement	Public policy	International negotiations	Provision of public goods		
WINFA	-	X	XXX	X	XXX	XXX	X	X	XX	XXX	-	XXX	BGA's CARDI
CAFAN	-	-	-	-	-	-	-	-	XXX	XXX	-	XX	CARDI, CTA
CABA	-	-	-	-	-	-	-	-	XXX	XXX	-	XX	IICA

REGIONAL RESEARCH

Herding a long heritage of at least seventy years of agricultural research (ICTA⁴, RRC⁵), the Caribbean Agricultural Research and Development Institute (CARDI) was established in 1975 (CARDI, 2005) at the UWI⁶, to serve the agricultural research and development needs of the member states of the Caribbean Community (CARICOM).

CARDI provides :

- Technical services in integrated pest management technology, organic and crop production systems, sheep and goat production systems and statistical analysis
- Agribusiness and Marketing technical assistance
- Information Management for agricultural and rural development through the ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA)
- Regional Research Coordination through the establishment of commodity and thematic networks under the Caribbean Agricultural Science and Technology Information Networking System (PROCICARIBE)
- CARDI implements its work programme by working in collaboration with local, regional and international research and development organisations.

The institute developed Research Centres to concentrate on the component aspects. In each CARDI country, Demonstration and Training Centres test and demonstrate the commercialized systems and protocols. These systems are then made available to farmers and marketing agents to improve their productivity and profitability (CARDI, 2005).

Rapid analysis of the last published annual report (CARDI, 2004) shows that the research projects are mainly cropping or husbandry systems oriented. In the field of farming systems or organisations oriented research, we can mention (in the 2003 report) the prevision of two projects:

- a regional survey conducted by CTA and CARDI. This survey (to be executed in 2004) had the objective to identify the needs, problems and priorities of Caribbean Fisher Folk Organisations. As well as to identify the major constraints to the development, organisation and management of these organisations in the Caribbean region.
- In addition, CTA/CARDI at a meeting of regional farmers and NGO groups held in St. Vincent in October 2003, had the opportunity to obtain feedback and support for the implementation of a survey of farmers and NGOs.

Two observations arising from this rapid (and incomplete) analysis:

- The participatory research approach is not explicit in the CARDI's research methodologies.
- Few references in the field of socioeconomics studies, commodity chains characterisation.

⁴ Imperial College of Tropical Agriculture

⁵ Regional Research Centre

⁶ University of the West Indies

- Research dealing with farming systems, local and territorial development, organisation and management of farmers' associations could be reinforced and developed.

ISSUES AND CHALLENGES

1. FARM MANAGEMENT BUSINESS SKILLS

Farming in the Windward is becoming more sophisticated. Quality, ability to meet schedules, planting for an established market, finding those markets, and having adequate financial resources throughout the year will all be prerequisites for the viability of agricultural enterprises.

Consequently, all farmers, whether producing crops or livestock for home, local, regional, or international markets, need on-farm instruction in basic business skills such as bookkeeping, planting schedules, budget development, time management, and accessing resources. Almost, every interlocutor in the agricultural services has agreed that the main focus of extension services should be to assist farmers in operating farms as business enterprises. Thus, all extension officers working with rural communities need to be trained in facilitating business-skills development at the farm level.

2. SUPPORTING RURAL PRODUCERS' ORGANISATIONS

However, this must not occult the need for the agricultural services officers, to take into account the necessity to adapt and upgrade the working methods and support in order to address the needs expressed by the farmers and other rural people. In these objectives, there is a need of training in various fields varying from activities and farming systems approach to participatory approach.

With the aim of providing the most suitable support to the farmers' needs, the development agents (agricultural services or NGOs' staff, research or semi-public institutions) must be capacitated in the different phase of the interaction (diagnosis, monitoring and evaluation, training, organisation, management, financing, information provision, etc.).

On the other hand, the stakeholders in charge of rural and agricultural organisations who organise and manage the support to their members request operational methodology in the same matters.

3. ASSESS ACTIVITIES SYSTEMS:

In the field of rural development, there is a need to assess and highlight activity systems of the rural actors. The complexity of these activity systems responds to a multiplicity of objectives (food supply, monetary income, control of land ownership, conservation of natural resources, preservation of personal and cultural heritage, and maintaining social solidarity networks).

COUNTRIES VISITS

ST. VINCENT AND GRENADINES

1. *Agricultural and economic background*

In the past, agriculture has been a great contributor to economic activity in St. Vincent and Grenadines, both in terms of its contribution to GDP and to employment. In recent times, however, even though its contribution is still significant (9% of G.D.P. in 2003), its relative importance has been declining as the economy undergoes structural adjustments (Table 4).

Table 4 : St Vincent general information and some economic indicators

Area 388 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	112,0	106,2	107,9	104,2	
Population growth rate %	0,2	-5,2	1,6	-3,5	
Some economic indicators					
GNI Atlas method (curent US\$)	316,4	321,2	329,0	354,7	395,8
GNI per capita Atlas method (curent US\$)	2 830,0	2 950,0	3 010,0	3 250,0	3 650,0
GDP (curent US\$Mn)	335,6	346,3	361,1	376,3	403,3
Sectoral composition of GDP (%)					
Agriculture	10,8	9,6	10,0	9,0	
Industry value added (% of GDP)	24,2	25,4	25,0	24,0	
Services etc. value added (% of GDP)	65,0	65,0	65,0	67,0	

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

Source: World Development Indicators database, August 2005

The agricultural sector is dominated by the Banana Industry which faces an uncertain future with the impending cessation of preferential access to the European Union Market (Table 5). The Government started in the mid-1990s a policy to make the Banana Industry more efficient and competitive with the help of international funding (STABEX and SFA from European Community).

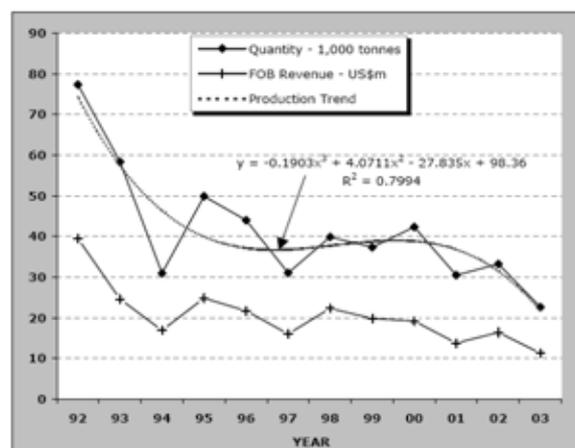
In the banana sub-sector, interventions under the SFA and STABEX (Ruffer, *et al.*, 2005) covered four main areas:

- Irrigation technology St Vincent was the first of the OECS countries in the development of off-farm irrigations systems. The first schemes were implemented in 1998, 713 ha (1.761 acres) are currently irrigated.
- Credit to farmers: for farm equipment through a loan mechanism with a repayment period of five years.
- Development of public infrastructure establishment of Inland Reception and Distribution Centres
- Reduction of debt of the Banana Growers Associations

Table 5 : St Vincent banana exports & job revenue

	Exports	FOB Price	FOB Revenue
	Tonne	US\$/tonne	US\$m
1992	77,361	511	39.5
1993	58,371	421	24.6
1994	30,925	546	16.9
1995	49,900	497	24.8
1996	43,986	493	21.7
1997	31,021	516	16.0
1998	39,886	559	22.3
1999	37,376	530	19.8
2000	42,336	454	19.2
2001	30,497	451	13.8
2002	33,252	493	16.4
2003	22,617	498	11.3

St Vincent Ministry of Agriculture - Wibdeco



Although its presence looms quite large, banana is not the only contributor to agriculture earning foreign exchange (Table 8). The export of arrowroot starch remains significant over the past ten years, but other export like plantains, sweet potatoes, eddo and dasheen declined significantly and collapsed.

Earnings from coconuts declined significantly in 1998 mainly because of the cessation of operations of the lone oil factory at the end of 1997. The oil factory was also an exporter of copra and whole nuts. Plantains, exported mainly to Barbados by the Small Traffickers, declined significantly in 1997 and 1998 due to the suspension of trade with Barbados because of the pink mealy bug infestation.

While pursuing a policy to make the Banana Industry more efficient and competitive, with the Government is also embarking on a renewed agricultural diversification programme with the production of pineapples, citrus, hot pepper, vegetables and root crops as its main focus (Table 6 and Table 7).

Table 6 : *St Vincent Agricultural Production estimates (2001-2004, temporary crops)*

Temporary crops	2004		2003		2002		2001	
	Area (ha)	Yields (t)						
Arrowroot	0,00	770,03	0,00	517,58	61,92	0,00	47,75	680,39
Cabbage	64,55	635,03	62,73	748,42	61,92	764,30	59,77	701,70
Carrots	65,96	492,15	63,25	542,31	60,70	544,31	62,32	498,95
Cassava	20,64	453,59	25,09	648,63	20,76	465,38	4,86	90,72
Chive	28,33	79,38	25,21	78,02	24,28	79,38	25,90	84,82
Corn	30,35	680,39	24,89	591,93	25,58	635,03	21,85	612,35
Cucumber	32,62	521,63	29,78	476,27	27,72	466,06	24,28	408,23
Dasheen	165,92	2 494,75	169,36	2 516,02	172,23	2 639,17	164,30	1 950,44
Edoos	241,19	2 721,54	243,29	2 785,04	250,90	3 061,73	259,40	3 084,41
Ginger	34,80	793,78	36,42	816,46	37,35	837,33	38,44	875,43
Hot pepper	19,42	435,45	21,45	447,24	11,33	114,30	3,08	25,85
Ochro	22,66	95,25	17,00	104,33	15,62	105,05	13,84	92,53
Peanut	110,07	362,87	128,93	510,74	131,12	521,63	123,43	501,22
Pigeons peas	52,61	226,80	49,94	340,19	51,80	362,87	58,15	388,27
Sweet potatoes	157,83	1 111,30	178,06	1 133,98	199,51	1 788,96	194,25	1 360,77
Tannia	78,91	625,95	80,33	635,03	82,15	644,10	80,13	566,99
Tomatoes	52,81	544,31	60,01	846,85	57,02	861,82	61,43	789,25
Yam	166,57	2 134,85	162,72	1 950,44	158,07	1 973,48	155,48	1 823,43
Other	102,59	947,74	86,97	1 017,36	82,54	772,44	68,73	633,67

Ministry of Agriculture St Vincent

Table 7 : *St Vincent Agricultural Production estimates (2001-2004, permanent crops)*

Permanent crops	2004		2003		2002		2001	
	Area (ha)	Yields (t)						
Avocado	28,33	344,73	27,52	340,19	26,67	326,58	26,43	326,58
Banana	1 416,38	40 823,10	1 618,72	43 726,08	1 719,89	54 884,39	1 719,89	53 977,21
Coconut	625,23	2 540,10	617,95	2 551,90	616,33	1 961,78	615,11	1 961,78
Guava	16,96	113,40	16,79	127,01	16,59	124,74	16,79	122,47
Limes	55,22	1 133,98	54,35	1 126,72	53,42	1 102,22	53,17	1 102,22
Mangoes	68,59	1 555,81	67,82	1 460,56	67,58	1 453,76	66,77	1 451,49
Nutmeg	16,59	294,83	16,27	294,83	16,19	294,83	16,19	294,83
Orange	39,25	1 587,57	38,12	1 519,53	37,31	1 510,45	36,46	1 474,17
Plantain	80,94	1 587,57	86,60	1 905,08	83,77	2 494,75	71,39	2 131,87
Other	73,96	2 059,30	69,60	2 118,99	62,20	2 095,63	58,00	2 030,27

Ministry of Agriculture St Vincent

The second major agricultural product exported is arrowroot flour. Feasibility studies identified that there is an unfilled demand for arrowroot starch in the UK and the US markets, which represent 70-to 80% of the total sales, the 20-30% remaining being sold in local and Caribbean Markets.

Table 8: *St Vincent principal exports (EC\$ Mn)*

(EC\$Mn)	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Bananas	69,5	45,1	66,1	52,7	38,9	56,2	51,2	51,7	33,3	13,5
Eddoes and dasheen	5,0	2,6	3,9	4,5	4,6	-	-	-	-	-
Flour	13,3	22,9	23,3	17,1	23,4	23,3	19,9	16,7	18,0	13,5
Plantains	1,2	0,7	1,2	1,5	0,4	-	-	-	-	-
Sweet potatoes	3,3	1,2	1,5	2,0	1,3	-	-	-	-	-
Total	92,3	72,5	96,0	77,8	68,6	79,5	71,1	68,4	51,3	27,0

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.(CDB, 2005)*

Mn= million

From 2001, the Government intensified its efforts to rehabilitate the arrowroot industry as an integral part of its agricultural diversification programme with the following objectives:

- The refurbishment of factories and the construction of a modern cassava factory at Orange Hill
- The increase of the acreage under cultivation,
- The establishment of a packing plant for root crops;
- A new pulverizing plant at Orange Hill

2. *Some associations:*

a. *Saint Vincent Banana Growers Association (SVBGA):*

The St Vincent Banana Growers' Association combines the roles of farmers' representative body, service provider to growers, credit organisation and marketing link.

Farmers are constrained by the Banana Grower's Association Act (1978) to selling their export produce to the association who sell through their marketing agent Wibdeco.

The services provided by the SVBGA include:

- * Input supply on non-profit basis
- * Supply of cartons and packaging material at no charge for those used for export
- * Recording of farmers accounts including cess accounts against the supply of inputs, rehabilitation/replanting account and carton account
- * Supply of quality control information
- * Provision of technical assistance (8 extension officers)
- * Control of diseases and conditions as they may arise
- * Quality assessment and control, fungicide testing and reception à the wharf
- * Payment based on quality ratings
- * Provision of non interest bearing credit
- * Price negotiation with WIBDECO,
- * Management of development programmes (Stabex and other)
- * Representation of the interests of members and lobbying at political level

By the end of the 90's, the Stabex provided funds for debt relief and enhancement of managerial efficiencies. This combined to the effects of the Hurricane Lilly in 2001 conducted the St Vincent government to proceed to a deep reform of the SVBGA.

A new board was set up with 15 members as follows:

- * Chief Agriculture officer
- * Director of finance an Plan
- * Representative of trade union
- * Chamber of industry and commerce
- * 5 farmers' representative (appointed by the government)
- * government representative

In 2005, 1900 growers are active associates of the SVBGA. The SVGBA is actively engaged in the promotion of Fair Trade bananas through Winfa. In 2005, almost 70% of the banana growers are registered as Fair Trade⁷.

b. The Arrowroot Industry Association (AIA):

St. Vincent and the Grenadines has a long history of arrowroot production, processing and marketing, that extends over 160 years. The AIA was created as an association in 1979, with the independence of St Vincent.

Like the SVGBA the Arrowroot Industry Association combines the roles of farmers' representative body, service provider to growers, credit organisation, marketing link and root processing.

The board comprises 12 directors 5 nominated by the government and 7 elected by the 250 farmers, cultivating 400 acres.

The Association provides the following services:

- Input supplies mainly fertilisers
- Tractor services, primary and secondary land preparation. The tractors are on lease from the government and the fees paid by the farmers are not exceeding EC\$ 100 per hectare, while the cost is estimated between EC\$ 150 and 200. So there is an embedded subvention in the tractors services managed by the AIA.
- Credit to farmers (the cost of fertilisers and tractor services are deducted from the price per pound).
- Processing of the roots,
- Sales of the flour to local, regional or international markets (US mainly)

The Association staffs comprises 20 permanent and 12 casuals employees of which 6 field officers, the objective of the management is to reduce the staff to 28 employees.

Every year, after a pre-determination made by the ministry of agriculture the general meeting of the AIA, define the prices paid to the farmers. In fact, the prices did not change for many years and after the yearly inflation has been accounted, the real prices are reducing every year. It was estimated in 1996 that the real price was 55% below the 1981-82 price (Lev, 1997).

The production is decreasing every year for many reasons of which could be appointed the decrease of active cropping, de decrease of productivity (cropping system, decrease of fertilisers' applications) and the non-actualisation of the price paid to the farmers.

The starch/root ratio obtained by the overall process, is evaluated to 7% while the potentially extractible starch content is around 16 to 20% (Degrés, 1996). The reasons may be due to the quality of roots, the harvesting time (should be within 8 and 12 months), storage

⁷ Philmore Isaac, personal communication

duration after harvest (no more than 3 days), processing equipment (changed a short time ago).

The AIA is also in charge (with the ministry of agriculture) of the implementation of the cassava production program set up by the government.

The AIA received assistance from Guadeloupe for the refurbishment of the processing plant but they still have some difficulties with the new equipment.

c. Cooperatives (*Fancy Unity cooperative and General farmers cooperative*):

These two newly registered associations under the cooperative status are in a dynamic process to foster a business market oriented policy among the producers. Their members are producing mainly fruits and vegetables for the local market and hotels.

3. Services to agriculture:

The extension services within the ministry of agriculture are organised on the geographical focus, three regions, and three districts by region. A senior agricultural officer leading at the national level the regional teams made of one agricultural officer (1st degree of university) and from one to three agricultural instructors in the districts. They proceed by farms visits, training and collecting data information for the statistical units.

Farmers committees meet every quarter in the district and are the occasion to organize field visits, training, information sessions on specific subjects with the participation of officers from the plant protection and quarantine Units or IICA or CARDI officers.

There is no farming system approach formalised as such, and very few to no training provided on the participatory approach and building partnership with farmers' organisations.

The agricultural services are studying a new organisation focusing more on the specialisation of the agricultural officer by groups of commodities (Fruit, vegetables, root crops, etc...).

4. Issues and challenges

a. Capacity building needs

Following the opinion of the chief Agricultural Officer the farmers associations need to develop their capacity mainly in the following areas:

- * *Representative ness/Legitimacy*
- * *Democratic procedures; Membership services: members' rights and obligations;*
- * *Effective two-way communication channels;*
- * *Transparent and effective financial management;*

In addition, the newly funded cooperatives need capacity building in:

- * *Accountability to members*
- * *Internal technical knowledge*
- * *Planning, monitoring, evaluation*

The extension officers need training in:

- * *Effective two-way communication channels*
- * *Farming system and farm management approach*
- * *Participatory approach.*

b. Areas for further research and recommendations for priority action

- * *Studies and research on rural activities systems, farming systems, identification and characterisation of rural development stakeholders.*
- * *Assessment of the needs of the Rural Producers organisations.*

GRENADA

1. Agricultural and economic background

Grenada has a private sector oriented open economy. Total exports and imports in 2000 amounted to approximately 20% and 70%, respectively, of the Gross Domestic Product (GDP).

Table 9: Grenada general information and some economic indicators

Area 345 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	101,4	102,6	103,5	104,8	
Population growth rate %	0,7	1,2	0,8	1,3	
Some economic indicators					
GNI, Atlas method (Mn, curent US\$)	370,0	348,0	340,2	386,3	397,3
GNI per capita, Atlas method (curent US\$)	3 650,0	3 390,0	3 290,0	3 690,0	3 760,0
GDP (Mn, curent US\$)	410,4	394,5	404,5	437,4	436,1
GDP per head (US\$ '000)	1,505	1,429	1,453	1,552	
Sectoral composition of GDP (%)					
Agriculture, value added (% of GDP)	8,0	8,0	8,0	-	-
Industry, value added (% of GDP)	24,0	23,0	23,0	-	-
Services, etc., value added (% of GDP)	68,0	70,0	70,0	-	-
Exports of goods and services (% of GDP)	58,0	52,0	47,0	-	-
Imports of goods and services (% of GDP)	75,0	64,0	57,0	-	-

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

Source: World Development Indicators database, August 2005

1.2 Performance of the Agriculture Sector

From 2000 to 2003, the agriculture sector contributed approximately 8 per cent to Gross Domestic Product (GDP, and employed about 11.5 per cent of the local labour force. The crops sub-sector is most dominant - (Lazare, *et al.*, 2001)) followed by the fisheries sub-sector.

The sector's relatively good performance is due mainly to export revenue from nutmeg and mace, which brought Grenada a total of US\$ 11.28 million in 2003.

Earnings from the other two major traditional export crops (banana and cocoa) have been lower US\$ 0.18 million and US\$ 1.2 million, respectively, in 2003.

Table 10: Grenada, Agricultural exports 1999-2003 (EC\$ Mn)

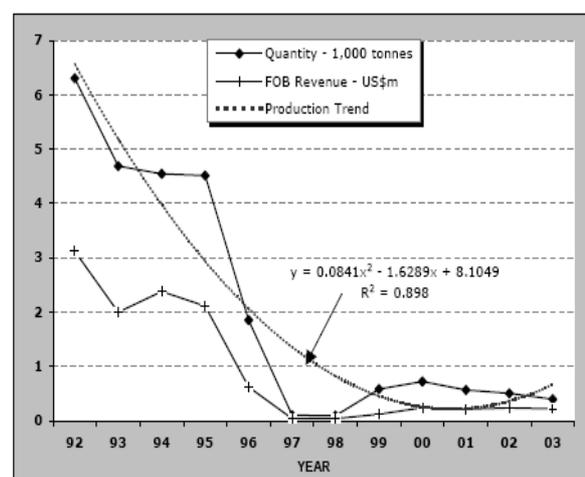
Principal exports	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Bananas	4,9	5,7	4,9	1,5	0,1	0,1	0,4	0,6	0,5	0,5	0,5
Cocoa	8,4	7,9	9,0	7,0	5,0	5,6	3,8	4,3	3,2	3,9	3,3
Fresh Fruit	4,1	1,8	2,7	1,5	0,7	0,8	0,8	0,6	0,4	0,3	0,4
Mace	1,6	1,8	1,6	2,1	3,2	3,7	5,1	4,0	2,9	3,0	3,2
Nutmegs	7,1	12,1	9,4	11,3	18,7	23,4	40,3	32,2	36,9	33,6	26,9
Total	26,1	29,3	27,6	23,4	27,7	33,6	50,4	41,7	43,9	41,3	34,3

CDB- Social and economic indicators 2004 - Economics Department April 2005- Barbados, W.I.

Table 11 : Grenada Bananas exports and FOB Revenue 1992-2003

GRENADA BANANA EXPORTS & FOB REVENUE

	Exports Tonne	FOB Price US\$/tonne	FOB Revenue US\$m
1992	6,300	495	3.12
1993	4,688	427	2.00
1994	4,544	524	2.38
1995	4,514	467	2.11
1996	1,850	335	0.62
1997	102	392	0.04
1998	94	426	0.04
1999	583	206	0.12
2000	722	332	0.24
2001	566	380	0.22
2002	505	467	0.24
2003	394	562	0.22



Grenada Ministry of Agriculture - Wibdeco

On the other hands, the export earnings from fresh fruits and vegetables during the past five years (1999-2003) averaged US\$ 0.187 million (IICA, 2005a).

In Sept. 2004, Grenada suffered severe damages from Hurricane Ivan, which killed 39 and left thousands homeless. In July 2005, Hurricane Emily wreaked further destruct.

With the disaster caused by both cyclones nutmeg plantations, an important resource for the economy of the country (Grenada was the 2nd world exporter after Indonesia) were almost ruined. The whole of the tourist industry has been greatly hampered. A year or so after Ivan, fruit production is still very low. Nutmeg are not expected to yield before 5 to 8 years (Lavigne, 2005), some banana plantations are just beginning a significant production.

Farming is generally a family business, and smallholding (less than 5 acres i.e. less than 2 hectares). Holdings are moreover often divided into 4 or 5 non-adjacent plots, which combine fruit trees production, intercropped with market gardening and food crops.

2. Producers Associations:

In Grenada, the Producers Associations, like in the other Windward Islands countries, are mainly of the commodity specific type.

They provide agricultural supplies for their members (nutmeg, cocoa, and poultry), a little in technical service (pest control for cocoa producers, one field officer for Nutmeg association) and processing of the products (cocoa, nutmegs) before the marketing on the local and international markets.

After a period where the high operating cost of the Grenada Cocoa Association (CGA) was affecting cocoa production in Grenada (Lazare, *et al.*, 2001), the later initiated a programme of liberalisation of the post harvest operations so as to reduce cost and to place the industry on a more viable footing. In this regard, the GCA gradually privatised the fermenting and drying operations and concentrated its actions more on international marketing.

Apart the big commodity associations are emerging some community-based organisations supported by NGO (ART) or other organisations (IICA).

Table 12 : Grenada attempt of typology of some RPOs regarding their main functions

Associations	Natural resource manag ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Grenada Banana Cooperative Society (GBCS)	-	XX	X	-	X	XXX	X	-	XX	-	-	XX	Collapsed?
Grenada Cocoa Association	-	XX	X	X	XX	XXX	-	-	XXX	-	X	XX	
Grenada Cooperative Nutmeg Ass.(GCNA)	-	XX	XX	X	XXX	-	-	-	XXX	.*	-	XX	
Minor Spices Coop. Marketing Society Ltd.	-	-	-	-	-	XXX	-	-	-	-	-	XX	
Grenada Beekeepers Ass.	X	X	X	-	-	XXX	-	-	-	-	-	X	Associated with Winfa
Grenada Association of Poultry Producers	-	XX	X	X	-	XXX	-	-	X	-	-	XX	
Livestock association	-	XX	XX	-	-	-	-	-	X	-	-	X	Dormant ?
Grenada Cane Farmers Association	-	-	-	-	XX	-	-	-	-	-	-	-	Rhum factory
Women and farming association	-	-	XX	-	XXX	XXX	-	-	X	-	-	X	Support from IICA, FAO, USAID
La Sagesse Farmers Cooperative	X	XX	XX	X	-	-	-	-	-	-	-	-	
Grenada Federation of farmers and fisheries	-	-	-	-	-	-	-	-	XX	-	-	X	No meeting in 2004
Productive Farmers Union	-	-	-	-	-	-	-	-	XXX	-	-	-	-

On other hands, few years ago was set up the Grenada Federation of Agricultural and Fisheries Organisations, which had the objective to include all the stakeholders organisations of these two sub-sectors, it seems that this associations suffers of mistrust and lack of interest from the targeted populations, and no meeting was organised during last year. There is a need to evaluate exactly the reasons of this weakness before to proceed to any new initiative in this field (institutional context, inadequate organisation of the federation ...).

3. Services to agriculture

a. Marketing and National Importing Board:

The MNIB was established in 1973 with the mandate to market produce of Grenada not already marketed under statutory authority and to import specified commodities declared to be such by the Minister (Rice milled and un-milled in bulk, full cream powdered milk in bags, refined sugar in bags and unrefined sugar un bulk).

Presently the Board operates six retail outlets, it also provides a produce wholesale and distribution operation to hotels and supermarkets and is the leading exporter of Grenada's fresh produce to markets in the United Kingdom, the United States, Canada and the CARICOM region. Besides fresh products, from 2004, MNIB is dry processing fruits (carambola, mangos, and bananas), ginger and herbs.

Approximately three (3) million pounds (approximately 25% of the total marketed) of fresh produce supplied by more than 2,000 local farmers (1796 in 2003) are marketed annually through these outlets. The MNIB signed contract with almost 33% (168 in 2003) of the producers.

MNIB is part of the implementation process of a national Product Supply Forecast Service (PSFS), within the CAMID (Caribbean Agribusiness marketing Intelligence and Development Network). The project, implemented by MNIB and Ministry of agriculture aims to provide the users of fresh produce with a three (3) months forecast of supply. For the first phase of implementation, the selected crops are banana, cabbage, hot pepper, lettuce, mango, sweet pepper, sweet potato and tomato.

MNIB officers participate in training for farmers in marketing information, like requirements in pesticides residues in hot pepper for export.

The MNIB's general manager expressed the need to create among the producers the awareness for market-oriented production and to improve agricultural practises, post harvest processing and among associations capabilities to operate on business basis.

b. Extension services

The extension services within the ministry of agriculture are organised on the geographical focus by regions.

There are organised following a task-oriented approach where extension officers are asked to target commodities and particular problems within those commodities.

At the minister level, they are planning to introduce a demand driven approach in order to strengthen the capacity of providing training in farm management following the farming system approach.

They do not have extension officers working specifically in the field of the capacitation and strengthening of Rural Producer's organisations.

4. Agency for Rural Transformation in Grenada (ART):

Founded in 1981 the Agency, after closing, was reopened in 1984 and registered as a non-profit NGO.

In the board of directors governing the Agency, sit representatives from the Grenada Chamber of Industry and Commerce, the Conference of Churches, the Grenada Trade Union Council, the various projects and target communities the Agency works with, and individuals who have expertise or interest in development.

In 1998, ART adopted a new mission statement: "*To guide, focus and provide support to rural communities to accept responsibility and take action that will improve the quality of life in their communities on a continuing and independent basis*".

The Agency programmes can be classified into five categories:

- Poverty reduction services
- Community Capacity Building
- Health Education
- Natural Resources Management
- Resource mobilisation for Poverty eradication

Currently within its activities, the ART is managing the community empowerment programme which objective is to facilitate the mobilisation organization and strengthening fo Community base organisations in 7 target communities to develop and implement their respective community development plans.

It clearly appears that the Agency is already working and developed expertise in the field of community based development, with a local development approach based on a territorial development focus.

The Agency in close cooperation with the extension and research services could be a good support for a community-oriented approach.

SAINT LUCIA

1. Agricultural and economic background

For many years, agriculture dominated sector contribution to the social and economic development. However since the 1980s and more so in the 1990s onwards, the services sector, spurred primarily by growth in tourism, has contributed to the structural transformation of the economy from one based on primary commodities to one based more on services.

The declines in contribution of agriculture can be attributed to the traditional dominance of bananas as the single most important foreign exchange earner. As a result, the loss of market shares in the increasingly liberalized European market is being felt throughout the economy.

The Government has been concentrating on putting in place measures to assist the banana industry to adjust to the dramatic changes in trade regime. While these measures among others, are expected to increase the contribution of the banana industry optimum

levels, the loss of income from contraction in acreage's under banana and farmers participating in the industry, is evident in falling standards of living in farming communities.

Nonetheless, agriculture continues to be important to the national economy, as the sector still makes significant contributions to GDP.

Table 13 : St Lucia general information and some economic indicators

Area 616 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	156,0	158,0	159,1	160,6	162,3
Population growth rate %	1,5	1,3	0,7	0,9	1,1
Some economic indicators					
GNI Atlas method (Mn, curent US\$)	625,9	604,5	609,3	648,3	705,5
GNI per capita Atlas method (US\$ '000)	4,010	3,830	3,830	4,040	4,310
GDP (Mn, curent US\$)	683,2	654,0	665,5	693,7	728,6
GDP per head (US\$ '000)	4,379	4,139	4,183	4,319	4,489
Sectoral composition of GDP (%)					
Agriculture value added (% of GDP)	7,0	7,0	6,0	5,0	
Industry value added (% of GDP)	20,0	19,0	18,0	18,0	
Services etc. value added (% of GDP)	73,0	74,0	75,0	77,0	
Exports of goods and services (% of GDP)	53	54	46	56	-
Imports of goods and services (% of GDP)	62	64	52	69	

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

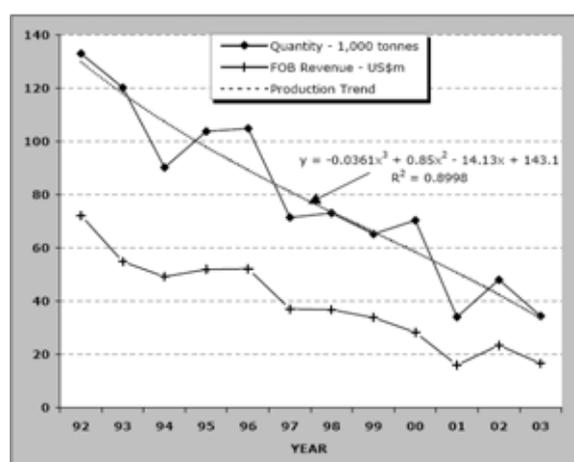
Source: World Development Indicators database, August 2005

The Banana sub-sector still represent (MAFF St Lucia, 2003), in 2003, 91,5 % of the total agricultural exports in St Lucia.

Table 14 : St Lucia Bananas exports and FOB revenue 1992-2003

ST LUCIA BANANA EXPORTS & FOB REVENUE

	Exports Tonne	FOB Price US\$/tonne	FOB Revenue US\$m
1992	132,854	543	72.2
1993	120,127	456	54.8
1994	90,119	546	49.2
1995	103,668	501	51.9
1996	104,805	497	52.1
1997	71,397	520	37.1
1998	73,039	504	36.8
1999	65,196	518	33.8
2000	70,280	403	28.3
2001	34,044	470	16.0
2002	48,029	489	23.5
2003	34,420	482	16.6



St Lucia Ministry of Agriculture Wibdeco

Five main companies purchase the bananas for exports through Wibdeco, the United Kingdom being the main market:

- SLBC - St Lucia Banana Cooperation
- TQFC - Tropical Quality Fruit Company

- ACTCO - Agricultural Commodity and Trading Company
- Independent Banana Farmers (BF)
- Salvation Banana Marketing Company (SBMC)

Table 15 : St. Lucia Domestic and Agricultural Exports (EC\$'000), 1999 - 2003

Exports	1999	2000	2001	2002	2003
Banana	87,725	60,201	52,701	45,419	44,016
Cocoa beans	64	89	76	70	41
Copra products	0	47	142	351	252
Agricultural	91,023	66,466	68,944	64,071	48,083
Domestic	140,267	111,128	121,344	167,48	104,843
Agricultural/Domestic (%)	64.9	59.8	56.8	38.3	45.9
Banana/Agricultural (%)	96.4	90.6	76.4	70.9	91.5

Source: Agricultural Statistical Digest, Ministry of Agriculture, Forestry and Fisheries, St Lucia W.I.

The St Lucia's government initiated in 1998-99 a rehabilitation of the coconut and cocoa industries through the revitalization of the St. Lucia Agricultural Association (SLAA) and the Coconut Growers Association (CGA). These two products maintained a significant participation, although small, to the domestic exports.

With the uncertainties surrounding the future of the Banana Industry arising from global trade liberalization, in 2000 the Government of St Lucia (MAFF St Lucia, 2000), set up a five years agricultural diversification programme. Three main strategies composed this programme (i) increase the competitiveness of the banana industry, (ii) develop a diversified agricultural sector, and (iii) catalyze the socio-economic transformation of those rural communities possibly affected by the restructuring of the banana industry.

This strategy resulted in the development of non-traditional crops that, in 2003, resulted in exports exceeding EC \$1 million. In this category, from 1999 to 2003, the more significantly exported crops were mango, hot pepper, plantain and avocado.

Table 16 : St Lucia exports of non-traditional agricultural products 1999-2003

Product	1999		2000		2001		2002		2003	
	Tonnes	\$'000	Tonnes	\$'000	Tonnes	\$'000	Tonnes	\$'000	Tonnes	\$'000
Avocado	51	119	35	97	38	102	124	67	24	25
Grapefruit	1	1	1	2	9	11	24	30	14	13
Mango	352	436	190	275	274	499	1	1	178	219
Pineapple	2	3	11	0	0
Sweet Orange	1	4	2	4	...	1	6	7
Breadfruit	608	787	274	598	29	56	2	1	2	3
Plantain	95	163	113	211	94	150	119	146	127	96
Aroids (1)	20	59	7	23	11	28	1	1	11	22
Sweet Potato	2	5	2	7	1	2	18	46	0	1
Yam	...	2	2	10	4	11	...	1	2	7
Pumpkin	283	1,327	...	0
Hot Pepper	142	662	149	655	362	1,618	154	718
Total	1,271	2,234	774	1,882	824	2,483	575	1,632	518	1,111

Source: Agricultural Statistical Digest, Ministry of Agriculture, Forestry and Fisheries, St Lucia W.I.

1 - Aroids here are dasheen, tannia and eddoes.

The agricultural sector of St. Lucia employs approximately 25% of the working population, and a sustainable economic development is linked to the rural development. The agricultural sector develops strong linkages with other economic sectors, principally tourism. Thus, agricultural diversification aims not only at the reduction of the country's food import bill but also at the improvement of the tourism offer. The Table 17 showing figures of the purchases for some crops in some market outlets and hotels illustrates this contribution to the development of tourism industry in St Lucia. However, we observe a constant decline from 2000 to 2003 of the quantities purchased (66%), this decline being deeper for the purchases in the market outlets.

A deep analysis of the production and commercialisation systems coupled with market analysis (see Appendix 6 : page 72) should help to identify the reasons for this decline of the purchases of fresh products.

Table 17 : *St Lucia Quantity (Kgs) of selected Agricultural Products purchased by selected Marketing outlets and hotels 1999-2003*

Crop	1999	2000	2001	2002	2003
Fruit& Tree Crops Marketing Outlets	841 109	1 030 643	1 001 812	712 670	573 804
Fruit& Tree Crops Hotels	392 940	349 925	216 713	206 515	323 706
Total Fruit& Tree Crops	1 234 049	1 380 568	1 218 525	919 185	897 510
Vegetables Marketing Outlets	435 031	813 581	909 745	732 766	634 434
Vegetables Hotels	221 108	249 405	179 491	181 196	253 375
Total Vegetables	656 139	1 062 986	1 089 236	913 962	887 809
Musa Species Marketing Outlets	618 450	715 814	517 334	509 514	389 969
Musa Species Hotels	256 436	280 569	189 812	200 608	250 394
Total Musa Species	874 886	996 383	707 146	710 122	640 363
Root Crops Marketing Outlets	388 172	637 658	441 246	433 914	263 372
Root Crops Hotels	111 054	129 361	80 543	85 769	96 562
Total Root Crops	499 226	767 019	521 789	519 683	359 934
Herbs and Spices Marketing Outlets	37 593	62 468	46 936	49 406	44 996
Herbs and Spices Hotels	6 414	6 595	8 923	9 329	12 246
Total Herbs and Spices	44 007	69 063	55 859	58 735	57 242
Total crops Marketing Outlets	2 320 355	3 260 164	2 917 073	2 438 270	1 906 575
Total crops Hotels	987 952	1 015 855	675 482	683 417	936 283
Total crops	3 308 307	4 276 019	3 592 555	3 121 687	2 842 858
Indice 100 (in 2000) Marketing Outlets	71	100	89	75	58
Indice 100 (in 2000) crops Hotels	97	100	66	67	92
Indice 100 (in 2000) crops	77	100	84	73	66

Source: Agricultural Statistical Digest, Ministry of Agriculture, Forestry and Fisheries, St Lucia W.I.

2. Some associations:

a. Banana growers Associations :

In the first decades of the St. Lucia banana industry, growers were required to belong to the Banana Growers' Association, an island-wide organization that negotiated contracts with exporters and managed industry and government relations. BGA policies were decided on a one-person, one-vote basis until 1967, when the government turned the organization into a statutory board under joint government-grower control. Since then, small growers have had few opportunities or avenues to influence directly policies governing the industry. In 1998, the St Lucia Banana Growers' Association (SLBGA) was privatised, and split in three private companies through which banana growers trade and procure support services:

- The St Lucia Banana Corporation (SLBC)-owned by all the banana growers;
- The Commercial Farmers Organisation (CFO)-owned by a group of banana growers,
- The Tropical Quality Fruit Company Limited (TQFC)-owned by a group of banana growers

b. Saint Lucia Agriculturist Association:

The SLAA was created in 1950 as a representative body, service and input provider to cocoa growers, processing and marketing of cocoa.

In 2005, 1100 farmers are members of the SLAA which was transformed in a limited liability company.

Created for cocoa growers, the association is moving toward integrating other activities like marketing of fresh products and strengthening of linkages between tourism industry and Farmers.

Recently the SLAA strongly supported the creation of the Chamber of Agriculture.

c. The Chamber of agriculture:

Within the project of the creation of a regional Chamber of Agriculture, the OECS Agriculture Ministers had mandated that the OECS Chamber be comprised of National Chapters in each Member State. The Ministers suggested that the Martinique experience could guide decisions on the Chapters' structure, operations and services.

In September 2005, in Saint Lucia, nine associations/companies joined to create the first Chamber of agriculture of the region:

- Commercial farmers organisation
- Tropical quality fruit company
- Saint Lucia Agriculturalist Association
- Saint Lucia Marketing Board
- Saint Lucia Floral Cooperative Society
- Fresh produce Export Association
- Saint Lucia Farmers Unions
- Quality foods company (agro-processor)
- Mill Flour Honey producers cooperative

Some others, (Broilers Association, Consolidated foods), were planning to enter the Chamber.

Under this project, some immediate actions must be provided in order to support this initiative as recommended in the OECS implementation schedule (see Appendix 3 : p 67) and more particularly we recommend to start with:

- * *Assessment of current capacity of commodity organisations, institutions and working groups in agriculture*
- * *Support improvement and strengthening of existing commodity organisations and educational institutions by the **definition and provision of training of PO's, technicians, teachers in planning monitoring and evaluation of farmers' organisations**. Including, for the local agricultural college, the definition of curriculum development in the field of local development, support the farmers and rural organisations*
- * *Perform comprehensive studies of selected commodity chains production and marketing system(see Appendix 6 : p 72) in order to provide the different stakeholders with relevant data referring to their activities and market opportunities, constraint, ...*

Table 18 : St Lucia attempt of typology of some RPOS regarding their main functions

Associations	Natural res.mg ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Balck Bay Farmers Association	X	XX				XX							Land management
Belle Vue Farmers Co-operative	X	XX				XX							
Grace innovative Farmers	X	XX				XX							
Saltibus Farmers		XX											
Babonneau Farmers Group	X	XX				XX							
Banse La Grace	X	XX				XX							
Mabouya Valley Farmers	X	XX				XX							Bread fruit
Babonneau Farmers Fare Trade Co-operative		XX	X			XX							
St Lucia Floral Co-operative Society						XX							
Millet Farmers Group													
Fresh Produce Exports													
Gros Islet Livestock Farmer													
Herbal Association													
Agri Tourism Association													
Milla Raye Women's Group													
Lantayer Growers and Broom makers Association													

Associations	Natural res.mg ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Hennanora Organic Agriculture Movement													
St Lucia egg producers cooperative	-	X	XX	-	X	XX							
Belle Poule Broilers Co-operative		XX	XX		X	XX							
St Lucia Coconut Growers Association		XX	XX	XX	XX	XX			XX			XX	
National Farmers Association									XX	XX		XX	
Sunshine Harvest Farmers Co-operative		XX				XX							
St Lucia Pig Producers Co-operative		XX	XX		XX	XX							
St Lucia Agriculturist Association		XX	XX		XX	XX			XX			XX	
Roots Farms		XX			X	XX							Organic agriculture
Association of National Farmers Association			XX	XXX	X	XX						XX	Attend Hotels' demand for vegetable, and root crops. Supported by Oxfam.

3. *Agricultural Services*

a. *Extension services:*

The extension services are organised on a geographical focus in district with technical officers. At the national level, they are organised following a "task oriented approach".

Two ministries are dealing with rural producers organisations the Ministry of Community Development, Culture, Local Government, Cooperatives and Ecclesiastical Affairs and the Ministry of Agriculture, Forestry and Fisheries. The governmental policy is oriented towards the development of groups of farmers in livestock production, crop production and water management groups.

At the national level, an extension officer is in charge of the strengthening of the groups' development and assists the associations in record keeping, group development, group dynamics.

b. *Research service*

The year 2003 saw the completion of the St Lucia Rural Enterprise Project (SLREP) for which CARDI was responsible for technical intervention in land resource management. The Dennery Demonstration and Training Centre provided farmers with planting material and demonstration plots. CARDI's representative in the country has expertise in post-harvest technology; and provided expertise in washing equipment for fruit to the St Lucia Marketing Board, hot water treatment facilities for exporters and many hoteliers were trained in selection and storage of fresh fruits and vegetables. A project to develop the local rabbit industry was completed and there were also projects for the development of agribusiness in the production of cut flowers and juice concentrates.

CARDI's representative provides technical backstopping to the farmers' associations and Youth groups in agriculture in the implementation of their projects.

4. *Issues and challenges*

Following the opinion of the chief Agricultural Officer and her team, the main needs and priorities are the following:

a. *Capacity building needs*

Rural Producers Organisations :

- * *Group development and group dynamics*
- * *Farm management skills (capacity building for farmers as well as technicians)*
- * *Management and monitoring of associations*
- * *Characterisation of producers' organisations (function, status, etc.)*

The extension officers need training in:

- * *Farming system and farm management approach*
- * *Participatory approach tools and method*
- * *Local and territorial development approach*
- * *Characterisation of producers' organisations (function, status, etc.)*
- * *Capacity building in management and agribusiness counselling*

b. Areas for further research and recommendations for priority action.

- * *Assessment of the Rural Producers organisations and their needs*
- * *Development of GIS tools to assess the farmers profile*
- * *Supporting and strengthening young people in their will to become agricultural businessmen*
- * *Development of offer and access to Information and communication technologies in close coordination with CTA, IICA and CARDI initiatives*
- * *Develop infrastructure support for the development of marketing intelligence*
- * *Reinforce the credit access availability for farmers facing the delays occurring in the payment from the local buyers (hotels, supermarkets, ...).*
- * *Reinforcement of micro-funding schemes for farmers*

COMMONWEALTH OF DOMINICA

1. Agricultural and economic background

Dominica is the largest island in the OECS sub-region. Its area of 750 Km² supports a population of 71,000. Upwards of 70% of the land is covered by Forests, which are very well preserved. Dominica retained the title of "Nature Isle of the Caribbean".

Table 19 : Dominica general information and some economic indicators

Area 750 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	71,5	70,9	70,4	70,5	71,5
Population growth rate %	-0,1	-0,9	-0,8	0,2	0,3
Some economic indicators					
GNI Atlas method (Mn current US\$)	235,5	239,8	227,1	240,7	261,2
GNI per capita Atlas method (US\$ '000)	3,300	3,370	3,190	3,380	3,650
GDP (Mn current US\$)	271,2	261,8	252,0	258,2	268,8
GDP per head (US\$ '000)	3,793	3,692	3,580	3,662	3,761
Sectoral composition of GDP (%)					
Agriculture (% of GDP)	18,1	17,5	17,7	-	-
Industry value added (% of GDP)	23,0	22,0	21,0	-	-
Services etc. value added (% of GDP)	58	60	60	-	-
Exports of goods and services (% of GDP)	53,0	45,0	54,0	54,0	-
Imports of goods and services (% of GDP)	68,0	63,0	62,0	62,0	-

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

Source: World Development Indicators database, August 2005

The overriding concern in Dominica has been the decline in economic growth until 2002, and a progressive recovery from 2003 and upward.

Dominica continues to be an agricultural economy in spite of the fact that the agriculture sector's share in GDP declined from 38% in 1977 to 17.5% in 2002.

Up to 2002, the manufacturing sector generated more export earnings than did Agriculture, and the Tourism sector generates even larger earning than either of the two.

Table 20 Dominica principal exports (1993-2003):

Principal exports (EC\$10 ⁶)	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Bananas	65,1	55,4	33,1	43,0	46,3	40,5	39,9	32,5	22,2	22,0	15,9
Household Soap	-	-	-	19,4	21,1	50,0	39,5	36,6	26,2	26,5	-
Toilet Soap	34,5	33,7	37,8	22,9	19,7	-	-	-	-	-	-
Total	99,6	89,1	70,9	85,3	87,1	90,5	79,4	69,1	48,4	48,5	15,9

CDB- Social and economic indicators 2004 - Economics Department April 2005- Barbados, W.I.

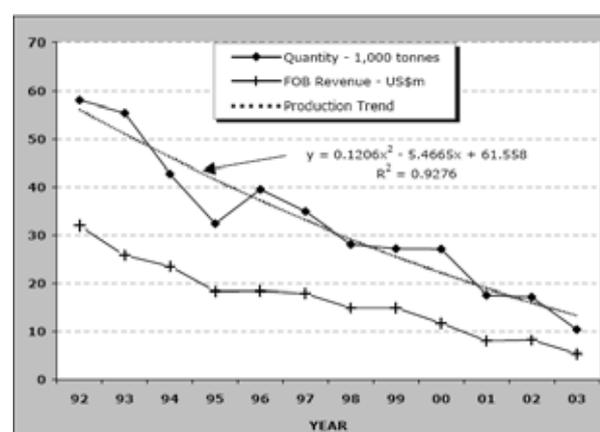
The challenge to Dominica is two-fold. The first is to utilize its human and natural resources to increase the productivity and export potential of both its Agricultural and Tourism sectors. The second is to maintain the integrity of its natural resources, particularly its forest reserves while still attracting domestic and foreign investment funds.

Agriculture is the mainstay of the economy and accounts for about 18% of GDP, 46% of total merchandise exports and employs 40% of the labour force (2002 data).

In Dominica, agricultural production is centred on the banana industry, with increasing attention being given to the non-traditional agricultural crops such as plantain, coconut oil, oranges, mangoes and dried roots. The performance of the agricultural sector is largely the result of the difficulties experienced in the banana industry. The decline in the value added from the agricultural sector, in particular the banana industry, has a significant impact on the overall economic growth as the domestic multiplier of the farmers income is relatively large.

Table 21: Dominica banana exports and FOB revenue (1992-2003)

DOMINICA BANANA EXPORTS & FOB REVENUE			
	Exports Tonne	FOB Price US\$/tonne	FOB Revenue US\$m
1992	58,024	551	32.0
1993	55,486	465	25.8
1994	42,781	549	23.5
1995	32,324	566	18.3
1996	39,533	465	18.4
1997	34,902	513	17.9
1998	28,135	530	14.9
1999	27,264	547	14.9
2000	27,157	431	11.7
2001	17,575	454	8.0
2002	17,213	473	8.1
2003	10,336	510	5.3



Dominica Ministry of Agriculture - Wibdeco

The continuing decline of the banana industry is attributable to the combination of unfavourable weather conditions, fruit quality problems and market conditions. To survive the banana industry needs to raise standards of efficiency such as to allow it compete in a

global market governed by rules of free trade. Productivity and quality enhancement initiatives are being implemented under the Windward Island Production Recovery Plan and the Windward Island Action Plan (European Community, 2002) financed by the STABEX and Special Framework of Assistance (SFA) funding instruments. Provision is made in the Plans for the supply of working and investment capital to targeted certified farmers who have the potential to achieve at least 12.5 tons per acre, improvements in farm management capacity, and for the creation of regulatory and institutional frameworks.

Agricultural Diversification: Non-banana agricultural production has strengthened, partially offsetting the decline in the banana industry with gains in the production of root crops, fruit and vegetables. In order to pursue advancements in agricultural diversification, in December 2000, the Cabinet approved “The National Programme for Agricultural Diversification” which provides a framework for the development of strategic and co-ordinated interventions the sub-sector. The National Programme (IICA, 2005b) focuses on the creation of an enabling environment to facilitate greater competitive activity in the private sector, increase commercial investments in the sub-sector in addition to providing appropriate support services and opportunities for the strengthening of key institutions involved in the agricultural diversification process.

The objective is to create an enabling environment to foster the following:

- An improved response within the sector to the imperatives brought about by changes in international trade in agricultural commodities
- A national thrust towards organic agriculture
- Improved efficiencies in the delivery of agricultural health and food safety Services.
- A diversified and modernized set of rural-based micro-enterprises, and
- Strengthened capacities and linkages for rural transformation, in farming communities.

It is expected that the outcomes of this program will be an agricultural community better prepared to benefit from external aid financing (increased capacity to absorb aid funding), in a timely manner and through the implementation of projects which impact on agricultural competitiveness, sustainable livelihoods, food security and the natural resource base.

2. Some associations :

a. Dominica Banana Producers Limited (DBPL)

The Dominica Banana Marketing Corporation was liquidated in 2003. The Dominica Banana Producers Limited (DBPL)-a private company, owned by a group of banana growers, has taken its position in the local industry. The DBPL is still the only local trading banana company in Dominica.

The DBPL provides inputs to the banana growers through a subsidiary company the Dominican Agricultural Inputs. The Dominican government holds shares of the company but these are not voting shares.

Three of the thirteen members of the DBPL's board represent the government of the Commonwealth of Dominica. A tax is perceived from the sales for operational and financial services including extension services from the ministry of Agriculture.

Table 22: *Dominica attempt of typology of some RPOS regarding their main functions*

Associations	Natural res.mg ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Dasheen Farmers Group			XX		XXX	XXX						XX	Changed their orientation from Dasheen to more diversified production
Citrus Steering Committee		X	X			X			XXX			XX	Advocacy of Citrus growers
Soufriere Small farmers association		XX	XX	X		X						XX	
Dominica Husckers Association					XXX	XXX			XXX	XXX	XXX	XXX	Represents the small buyers and exporters of agricultural goods provide services like storage, administration for export...
National Pig Producers Cooperative		XXX	XXX		XXX	XXX			XX				
Bay Oil Cooperative					X	XXX			XXX				Created in 1967 and still efficient on a niche market
Bellevue chopin Organic Farmers			XXX			XXX			X			XX	
Dominica Organic Agricultural Movement			XXX						XXX	XXX		XXX	
Nature Island Pineapple Producers Association		XXX	XXX		XXX	XXX			XX			XXX	

Associations	Natural res.mg ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Dominica Fare Trade Association		XXX	XXX	XX	XXX	XXX	XX	XX	XXX	XXX	X	XXX	Linked to Widdeco
Griau Dam Flowers Group			XX			XXX						XX	
Association or Rural Workers and Researchers									XXX			XX	
Herbal Business Association					XXX	XXX						XXX	
Agroprocessors Association of Dominica					XXX	XXX			XXX	XXX			
Greenhouse Association		XXX	XXX		XXX	XXX			XX			XXX	
Hill Top Farmers Cooperative									XXX			XXX	National association of Youth in Agriculture
Dominican conservation Association	XXX								XXX				Very active in the context of preservation of natural forest

3. *Agricultural Services*

a. *Extension and training services*

Until a recent past, there were two organized extension services the Ministry of Agriculture and the Dominica Banana Marketing Corporation (DBMC); both organizations service the same clientele. Although, DBMC specifically targets bananas, and the Ministry extension service targets the other crops and livestock, one finds that in most cases both officers visit the same farmer for different matters relating to the overall management of his/her operations. With the privatisation of the DBMC (see above) the extension services remained under the ministry of Agriculture a tax from banana sales funding extension in the banana industry.

In terms of community development the extension officers, participated giving technical backstopping to the different programmes managed by local NGOs.

Training is performed both by the ministry of Agriculture and by the Dominica Association for Industry and Commerce in case of small-scale rural agro-industries. Within the objective of the creation of a national and regional Chamber of Agriculture, there is a project to link the APAD with the DAIC.

The Department of forestry is particularly concerned by the challenge of the development of rural based activities in a country with three national parks and two forest reserves.

b. *Dexia*

DEXIA is a Statutory Organization responsible to the Ministry of Trade, Industry and Marketing. The Agency came into existence on July 1, 1986, by Act No. 14, Dominica Export Import Agency Act of 1986.

DEXIA is responsible primarily for the importation of bulk rice and sugar and for facilitating exports of agricultural, agro-processed and manufactured products from Dominica. From 1995, DEXIA was mandated to commence direct trading, which the Agency was empowered do, under Act number 14 of 1986.

The main agricultural export crops Dexia is associated with are: Dasheen, Grapefruit, Coconuts, Jelly Nuts, Mangoes, Cut Flowers, Root Crops, Pumpkin, Sweet Oranges, Limes, Plantain, Christophene, Ginger, Avocadoes, Hot Peppers, Papaya, Ripe Bananas.

Dexia works on a contract basis with individual farmers with commitments on price and volume. Together with Extension and training services, Dexia is providing technical support to the producers helping them to reach the quality standards required for US or UK export markets. The regional markets (CARICOM) are under the responsibility of the Dominica's Huskers Association, Dexia is providing technical backstopping in international market research, elaboration of business plan.

c. Some NGOs: SPAT LTD

SPAT started after the Hurricane David in 1979, from the junction of different experiences in local development and with the help from international funding agencies and NGOs (USAID, UNICEF, EU, Oxfam, Hivos).

"SPAT was established in 1981, when a number of Dominican professionals and community activists with considerable experience in community development and who were very much involved in the community development process of the 1970's got together to establish an organization that would promote socio-economic transformation especially at the grassroots level.

In its early years, focus was on providing financial, technical and management support for cooperatives and self-help groups. Presently, the organizational aim is to design and implement programmes that mobilize and empower people's organizations, productive enterprises, other NGOs and Government agencies to ensure that community priorities are realized while mechanisms are created to build economic self reliance, accountability and increased collaboration." (SPAT LTD, 2002).

Over the years SPAT developed, a large experience in community based development and applied this experience in the "Community animation programme" in collaboration with government departments and international organisations.

"THE COMMUNITY ANIMATION PROGRAMME seeks to:

- activate community groups and organizations or inspire their formation;*
- empower structures and mechanisms of local government or non- government organizations placing them amidst the forefront of the process of community development;*
- enliven the people's spirit of self-reliance so that the positive memories and experiences of "koudmen", our traditional self-help concept, can be reasserted in the actions determined necessary for village or community advancement;*
- Obtain the fullest possible participation of all towards people-centred, holistic development of their community."*

d. Fisheries division and rural communities:

The fisheries division is giving assistance to the fishermen through seven cooperatives of 25 to 100 members each.

They are facing many constraints with the cooperatives:

- mistrust from the members toward the group and the board
- the members share the problems but not the benefits with the cooperative
- Skill and knowledge base are limited in the cooperative, and the trained members feel they are wasting their time in the cooperative.
- the aims and the objectives of the cooperative are not understood or shared by the members
- the expectations of benefit that each member has from his membership are unknown or ignore by the board.

The fisheries division in Dominica is developing an active programme toward the development and fostering of small business groups, companies, associations. The objectives is the creation and registration of companies with at the maximum ten members profit oriented and focusing on activities directly linked to fishing industry.

The fisheries division provides assistance through training in small business cost assessment, and management.

The chief officer of the division is looking for training of the trainers in:

- * *Characterisation of producers' organisations (function, status, etc.)*
- * *Capacity building in management and agribusiness counselling*
- * *Group development and group dynamics*
- * *Management and monitoring of associations*

ANTIGUA AND BARBUDA

1. *Agricultural and economic background*

Antigua and Barbuda was a producer of sugar from sugar cane until the 1960's the production of sugar began to decline and the focus shifted from agriculture to tourism.

Today the economy of Antigua and Barbuda is mainly services, banking insurance, and tourism. Combined, these sectors contribute just over 40% to GDP. Agriculture provides only 3.8% of GDP and 8% of the total labour force. Antigua and Barbuda has a weak agriculture export sub-sector (6.4% of total exports); it is highly dependent on imports for fresh and processed food (17.4% of imports) for the hotel sector as well as to satisfy household food security.

Table 23 : Antigua and Barbuda general information and some economic indicators

Area 442 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	72,3	75,7	76,5	78,6	80,0
Population growth rate %	2,0	5,0	1,0	3,0	
Some economic indicators					
GNI Atlas method (Mn, curent US\$)	626,7	666,7	670,4	733,0	800,4
GNI per capita Atlas method (US\$'000)	8,7	8,8	8,8	9,3	10,0
GDP (Mn, curent US\$)	678,5	710,4	727,0	759,3	802,5
GDP per head (US\$ '000)	9,4	9,4	9,5	9,7	-
Sectoral composition of GDP (%)					
Agriculture	3,9	3,8	3,8	-	-
Industry value added (% of GDP)	20,0	21,0	22,0	-	-
Services etc., value added (% of GDP)	76,0	75,0	75,0	-	-
Exports of goods and services (% of GDP)	69,0	63,0	60,0	-	-
Imports of goods and services (% of GDP)	75,0	68,0	68,0	-	-

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

Source: World Development Indicators database, August 2005

With the abandonment of sugar cane production, there has been significant rise of small farming activities (Grant, 1995), particularly in the area of vegetable and food crop production as well as the rearing of ruminants, sheep, cattle, goats on the vast tracts of under-utilized agricultural lands which were former sugar estates. In addition, Antigua/Barbuda still produces the famous sea-island cotton and the Antigua black pineapple, which is now on the increase in terms of acreage since these crops are on the priority list of the Ministry of

Agriculture. Sea-island cotton produce locally are exported mainly to Japan whereas all vegetables, fruits and food crops with the exception of minor exports of yam and sweet potato to UK are consumed locally.

Agricultural production is mainly geared towards feeding of residents and visitors. The opportunity therefore exists for increase market shares in domestic fresh fruits and vegetables and some meats if the quality requirements can be met. The focus however is on the role that agriculture can play in the creation of employment in rural areas, and the potential for increased contribution to GDP through value-added products.

There is also a growing concern about food safety issues, so production systems must be oriented towards producing more food and of a higher quality while addressing food safety issues. Improving the systems of production will put producers and processors in a better position to compete with imported produce.

At the national level, the government administration is giving support to cotton production and pineapple, cotton has a guaranteed export market with the Japanese. In regards to livestock, the focus on chicken production, once realized by increased local production will allow for import substitution and reduce the country's large volume of import. Livestock production activities represent the largest area under agricultural activities. Unfortunately, most of the livestock farmers are landless farmers and are invariably engaged in other activities, e.g. taxi, clerk, fishermen etc. More than 75% livestock farms are without title or lease agreement to the land.

However, the competition for land, water and labour for agriculture with the tourism and real estate developments is a challenge that needs to be addressed more carefully in Antigua and Barbuda than other islands.

2. *Some associations:*

Table 24: Antigua and Barbuda attempt of typology of some RPOS regarding their main functions

Associations	Natural resource manag ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
Antigua and Barbuda Poultry Growers Association	-	XXX	XX		-	-	-	-	XX	-	-	X	
Antigua and Barbuda Beekeepers Cooperative Society LTD	-	XXX	XXX		XXX	XXX	-	-	X			XX	
South Coast United Fisherfolk	X	XX	XX	X		XX	-	-	XX	XX		X	
Wadadli Herbs and spices Cooperative	-	XX	X		XX	XXX						XX	
Antigua and Barbuda Agroprocessing Association	-	-	-	-	-	XXX	-	-	-	-	-	XXX	
National Chapter Caribbean Agri-Business Association		-	-	-	-	-	-	-	XXX	XXX	-	XX	
Antigua and Barbuda Small Ruminant Breeders Cooperative	-	XXX	XXX		XX	XXX	-	-	X	-	-	XXX	

3. *Agricultural Services*

The extension services provide education and training in some products (pineapple, cotton, vegetables, fruit and livestock).

Through its parastatal the government provides land preparation services to farmers at better prices than the private sector (365 EC\$ instead of 500 EC\$).

The Ministry of Agriculture is the market agent for the cotton production exported toward the Japanese market.

The Livestock extension service is organised following the main products (poultry, broilers, small ruminants, cattle) they also give support in pasture and forage production on governmental estates.

The ministry of agriculture is also studying carefully the project of setting a national and regional chamber of agriculture.

4. *Issues and challenges*

a. *Capacity building needs*

Following the opinion of the chief Agricultural Officer the farmers associations need to develop their capacity mainly in the following areas:

- * *Strategic planning, project preparation, monitoring and evaluation*
- * *Group management,*
- * *Local planning, natural resource management, diagnosis*

The extension officers need training in:

- * *Local development and territorial approach*
- * *Farming system and farm management approach*
- * *Participatory approach applied in spatial model representation of agro-pastoral spaces.*

b. *Areas for further research and recommendations for priority action*

- * *Studies and research on rural activities systems, farming systems, identification and characterisation of rural development stakeholders.*
- * *Assessment of the needs of the Rural Producers organisations.*
- * *Study on territorial dynamics and natural resources management based on a local development and territorial approach*
- * *Gis and application for the involvement of local communities in the natural resources management (mainly water and land).*
- * *Analysis of the practises and the territorial strategies of the farmers and livestock breeders.*

SAINT KITTS AND NEWIS

1. *Agricultural and economic background*

Like in Antigua and Barbuda the sugar industry was a major production in the past, with sugar being exported to Europe-mainly the United Kingdom (UK) - under preferential arrangements, and the United States of America (USA) under a separate access arrangement. However, over the years some diversification has occurred, with tourism and related services, and to a lesser extent light, non-sugar manufacturing, developing as important areas of economic activity.

Despite its declining contribution to GDP, in 2004 the sugar industry contributed US \$10.3 million to foreign exchange earnings and made a noticeable contribution to the socio-economic welfare of the Federation. During the period, the total number of persons employed in the industry as a percentage of the active working population stood at 8.16%. The revenue derived from sugar as a percentage of Gross Domestic product was 1.2%, whereas the revenue from sugar as a percentage of total agriculture production was 34.97%.

The sugar production was made in one estate run by a parastatal enterprise. In 2005, the government decided to stop the sugar production, the future of the land was not yet ascertained at the moment of this study.

Table 25 : St Kitts and Newis general information and some economic indicators

Area 269 km ²	2000	2001	2002	2003	2004
General information					
Mid year population '000	44,3	46,1	46,7	46,7	47,0
Population growth rate %	-4,9	14,1	1,3	1,3	
Some economic indicators					
GNI Atlas method (Mn curent US\$)	292,7	295,9	297,4	320,4	357,0
GNI per capita Atlas method (curent US\$)	6,610	6,420	6,370	6,860	7,600
GDP (Mn curent US\$)	329,6	344,7	355,2	369,1	
GDP per head (US\$ '000)	7,442	7,476	7,605	7,901	
Sectoral composition of GDP (%)					
Agriculture	2,7	3,1	3,4	3,0	
Industry value added (% of GDP)	29,0	30,0	30,0	28,0	
Services etc., value added (% of GDP)	68,0	67,0	67,0	69,0	
Exports of goods and services (% of GDP)	46,0	46,0	46,0	37,0	
Imports of goods and services (% of GDP)	75,0	69,0	71,0	56,0	

CDB- Social and economic indicators 2004 - Economics Department April 2005- *Barbados, W.I.*

Source: World Development Indicators database, August 2005

The agricultural sector is affected by problems, related to policy, institutional and infrastructural development, which the Ministry of Agriculture is attempting to address.

Over the past years, there has been a decline in the contribution of the agricultural sector to overall economic development. In addition, there have been dramatic increases in imported food. These trends are likely to be continued, but improved strategies are needed to further increase farm productivity, contribute to increased food security and attract young people into farming.

2. *Some associations :*

Table 26: St Kitts and Newis attempt of typology of some RPOS regarding their main functions

Associations	Natural resource manag ^{nt}	Supporting agricultural production			Agro-food system		Social functions		Voice, Advocacy representation			Information communication capacity building	Observations
		Input supply	Technical advice	Financing	Processing	Marketing	Social safety	Live hood improv ^{nt}	Public policy	International negotiations	Provision of public goods		
St Kitts Farmers cooperative	-	X	XX	-	XXX	XXX	-	-	-	-	-	XX	Strong support from IICA and Extension services. Plan to build facilities for post harvest processing
Fahies Women agriculture Producers	-	-		-		XX	-	-	-	-		XX	Newly set up actively supporting women in marketing fresh products
Progressive Pig Farmer Association	-	XXX	X			XXX						XX	Strong support from Extension services
St Kitts Beekeepers Association	X	XXX	XX		X	XXX						XXX	Strong support from IICA and Canadian Fund

3. *Agricultural Services*

The public sector has traditionally played an important role in the development of the agricultural sector on St. Kitts and Nevis. This has mainly been in the form of advisory and regulatory service, infrastructural development and subsidies. The challenge therefore, is for policy makers to design appropriate strategies and provide the correct blend of incentives to increase private sector participation in agriculture.

The extension services are deeply involved in supporting the local farmers associations in cleaning, packaging and marketing local fresh products, with support from IICA.

The same support is given to the pig producers association, which receive continuous support not only on technical subject like pig breeding and feeding but also in marketing and cooperative management.

4. *Issues and challenges*

The situation in Saint Kitts is very similar to Antigua and Barbuda and the challenges are almost the same.

The main issues are related to the promotion of a local development based on territorial and participatory approach.

The action taken towards the promotion of these approaches should be based on the reinforcement of the knowledge in the commodity chains production mainly fresh products.

RURAL DEVELOPMENT STAKEHOLDERS:

Rural development concerns geographical areas in which primary production takes place and where populations are dispersed in varying densities (Bosc, *et al.*, 2002). These areas are also characterised by activities related to processing and services that serves rural and urban populations.

Rural development involves a variety of actors that differs according to context; however, principal actors in most setting include the following at local level:

- * *Private economic agents: family producers and artisans, firms (individual or share based) and rural producers organisations (RPOs)⁸ involved in production or service based activities, processing and marketing;.*
- * *Formal/informal community based organisations: for example kinship, cultural, or religious groups or political and social welfare oriented groups*
- * *NGOs*
- * *Local services of national government*
- * *Agents from donors and their funding programmes*

Different people in different social, economic and political settings can define stakeholders from different perspectives. Stakeholders may belong to various groups and play various roles (production, consumption, policymaking, etc.) at the same time. Traditional stakeholders such as farmers, farmers or producers' organisations, extension workers, researchers and local administration may belong to the categories of producers, processors, policy-makers or consumers at the same time or at different times.

The deficit of public action to improve the availability of public goods and the limited capacities of private agents are an obstacle to rural development. Collective action by organisations is a way in which to address these obstacles. In the context of globalisation characterised by more instability and competition rural actors are also confronted with the need to increase their competitiveness, productivity and ability to take advantage or economies of scale, organisation can enable them to do this.

In the following sections we will try (based on researches conducted in this field) to define some characteristics regarding two kinds of stakeholders: rural producers' organisations, and agricultural research/extension services and what are the conditions to improve their linkages and related efficiency toward the promotion of an integrated rural development.

RURAL PRODUCERS' ORGANISATIONS

RPOs belong to the private sector; however, they are hybrid organisations and have a number of special characteristics:

1. *Different ways and condition of emergence*

- Autonomously out of local or traditional community structures (e.g. Fancy Unity cooperative in St Vincent) ,
- Alternatively, created by State interventions or NGO and donor-funded programmes (e.g. Banana growers Associations)

⁸ In this section, we use the term “producer” rather than “farmer” because it covers all aspects of agricultural production, including livestock and fisheries, and the processing of agricultural products on-farm or in the rural areas.

2. *Multiple functions*

- **Economic functions:** supply, production, processing (generally the entire commodity oriented associations banana, nutmeg growers, beekeepers ...) and marketing of goods (Winfa) and services (SVBGA, AIA, Broilers Associations, Huskers), management of factors of production (St Vincent AIA).
- **Social functions:** benefiting members or the local community, including training, cultural, education, and mutual support,
- **Representation:** defence of groups interests and advocacy at the local, and sometimes regional and national levels (CABA, Chambers of agriculture, CaFAN, but also commodity oriented association like Nutmeg Growers Association or Banana Growers Associations),
- **Information sharing,** communication both internal and towards other actors and capacity building either directly or through contractual arrangements,
- **Coordination** is a key function since RPOs are in a position to establish linkage both at local and global level and to integrate the functions cited above.

3. *They produce and manage different types of goods:*

- **Services** that contribute to the creation of private goods for their members (access to inputs, to technologies, extension advice)
- **Collective goods** for the organisation (e.g. processing machinery of plants, storages facilities, and information or service centres)
- **Public goods** (e.g. basic health services, Education centres or schools, maintenance and repair of road access to villages or fields).

4. *They are often multipurpose:*

- Even specialised in a commodity sub-sector they also undertake activities in economic activities from production to processing and marketing
- Moreover, in activities in social sector (health, education) alongside other community-based organisations and local governments.

5. *They are organised in different ways and are recognised to varying degrees*

- Some cases RPOs operate on normative or customary practices and sanctions (e.g. youth or women's group that carries out market gardening on a common plot).
- Most of the time, they operate with formal regulations and sanctions. The most formal and recognised being the status of cooperative. The latest being more constraint full, but, in turn, gives a better recognition and support from governments (cooperatives department in the ministries) and banks.

6. *They may operate at local, national, regional or international levels*

- RPOs are rooted at the local level. However, through the economic and representative functions, they can integrate different geographical levels ranging from the village up to international levels.
- The organisations can achieve these linkages through integration of activities in a sub-sector (e.g. BGA and Winfa) or through representative mechanisms (e.g. the regional federations CaFAN, CABA, Chamber of Agriculture).

7. *They evolve over time:*

- They may start by undertaking a broad range of activities and narrow their field of activities as the socio-economic and institutional environment improves,

- In other cases, they begin with a narrow focus and progressively take on other activities and functions that serve the interests of members or the wider community.

In Table 27 we suggest some characteristics of the RPOs and their contribution in rural development regarding the functions they assume, some relations with thematic fields, other actors, scales, economic issues and comparative advantage regarding rural development.

Table 27: RPOs' role in rural development

Type of function	Thematic field of interest	Linkage with other actors	Scale	Economic Issues	Comparative advantage of RPOs
Natural resource management	Property rights Infrastructure Access to and management Control over natural resources	Customary institutions and other community based organisations and local government	Local	Creation of and ensuring access to common pool resources Management of externalities	Capacity to coordinate with customary community based and local government bodies Lower cost for management of externalities
Supporting agricultural production	Input supply Technical advice Financing	Private and public agents	Local with national/global dimensions Ability to link primary production with processing and marketing opportunities	Provision of private goods Provision of a common good accessed and use by individuals/families Technology generation and dissemination	Ability to take evolving farming systems into account Natural Resource Management and market led activities Knowledge of local conditions markets resources and farmer needs/priorities: coordination
Marketing	Agro-food system Financing	Agro-enterprises Credit institutions	local regional national and international	Economies of scale Reduction of transaction costs	Local-global linkages Increased purchasing power Ability to achieve bargaining power with private sector
Social functions	Social safety and poverty reduction Live hood improvement	Local and national government Community based organisations	Local	Provision of common and public goods Improved efficiency effectiveness relevance and poverty orientations of producer support	Combination of productive and social concerns. Social safety nets and mechanisms to support poor members and/or enable the poor to access assets.
Voice, Advocacy representation	Public policy for agriculture and rural development International negotiations Provision of public goods	Donors and NGOs Local and national government	Local, regional, national and international	Provision of a common good related to a specific rural profession	Coordination of different types of activities and key rural actors Allowing producers to influence policy making
Information sharing communication and capacity building	All	Private and public funding agencies	Local national international	Provision of a private good that often generates common goods	More accurate assessment of needs to members. Broader and timely availability of information at grassroots level

PARTNERSHIP WITH AGRICULTURAL SERVICES:

Agriculture is often considered as lacking dynamism and slowing down. For a long time the technical services have found it difficult to adjust their support to the needs of the rural people. However, apart from a few farmers with the reputation of being progressive, this agriculture concerns most of the households in the countries, town dwellers as much as country folk. It is clearly woven into the local economic and social fabric due to activity systems whose complexity responds to a multiplicity of objectives (food supply, monetary income, control of land ownership, conservation of natural resources, preservation of personal and cultural heritage, and maintaining social solidarity networks). There are numerous local collective initiatives, expressed primarily at the level of neighbourhoods and villages. Their proliferation contrasts with the recurrent dysfunction of the official agricultural organisations, which are often initiated from 'above', and which concern only a minority of households.

Through the assessment of the local dynamics, it is possible to move away from an exclusive sectorial and production oriented approach towards a wider vision of rural and territorial development, in relation to the considerable challenges faced by the countries and communities. Agriculture cannot be reduced to questions on production and markets alone; its future is also related to the roles it could play in employment, resource management and town and country planning. By preserving the landscapes, it can also help to promote a stylish image for the tourism activities (e.g. "Lagoon Island", or "Nature Isle of the Caribbean").

This new approach implies the recognition of the multiple functions of agriculture. It also requires a deeper knowledge of the economic and social realities and the strengthening of the rural people's capacities to analyse and negotiate. Without these preconditions, a meaningful local debate cannot be opened, and the rural support service cannot be renovated.

Changing the way research and extension institutions work with producers, in other contexts, has been often done under pressure from increasingly well-organized producer organizations (see Appendix 7 : p 73), and questions raised by donor agencies. Changes introduced by research and extension institutions can encourage a greater participation of producers in the functioning of their institution.

Some of these changes are:

- * *Assessing local dynamics and activity systems*
- * *Focusing programs on farming systems research or farm management;*
- * *Introducing participatory diagnostic methods to identify real needs of producers;*
- * *Decentralizing research and extension institutions;*
- * *Establishing consultative fora between researchers, extension agents, and producer organizations;*
- * *Providing incentives to encourage researchers and extension workers to listen more carefully to producers and their organizations, and respond promptly to their needs.*

These changes were not enough for research and extension institutions to be accountable to producers for their results. Drastic institutional changes were needed to allow producers to be involved in managing research and extension institutions, and in formulating their program of work.

1. *Changing to public/private institutions:*

The fact that direct users of research findings are in the majority in executive boards (Appendix 7 : p 73) enables them to ensure that research and extension work meets users' needs, via the institution's program budget, that is voted on by the executive board. Once these institutions are no

longer public entities, personnel management arrangements that encourage a results-oriented and client-oriented culture, and reward top performance, can be more easily introduced.

2. *Separating research financing from research implementation*

Various types of research Funds or Foundations have been established in Europe and Latin America in particular, and to a lesser extent in Asia. They are now starting to develop in sub-Saharan Africa as well. The aims of these Funds include: (a) targeting financing more precisely to meet specific objectives; (b) promoting collaboration among all national entities involved in research. Thereby make optimum use of the country's human and institutional reorganization with the withdrawal of the state from such activities, and the involvement of the private sector and civil society in the formulation of agricultural policy.

3. *Appropriate public policies:*

Another essential factor is the willingness of governments to create a legislative framework favourable to the emergence and development of POs. Institutional commitments are also necessary. Research or extension institutions should be committed to decentralization if they wish to establish close links with users. Incentives in the evaluation and promotion of researchers should also take into account consultation mechanisms with POs, and the adoption of participatory ways of developing technology.

4. *Strengthening Technical Capacity*

Technical capacity of POs must be strengthened to make them effective partners of research or extension institutions. The key factor that enables institutional change to lead to effective partnerships is the existence of farmers' organizations that are well structured and empowered, offer real prospects to their members, and are capable of negotiating with other partners, including research and extension. Developing programs to strengthen PO capacities is a priority to improve research and extension efficiency.

In conclusion, when producers are well organized and capable of dialoguing with research and extension personnel, there is a dramatic improvement in the effectiveness of research and extension, and POs become the first advocates to defend these institutions.

HOW CAN THE CAPACITY OF THE ACTORS WORKING TOGETHER BE STRENGTHENED?

The challenge of establishing effective collaboration between the three main actors (extension , research and farmers) will be facilitated by:

- the joint definition of territorial and local development priorities and the demand of key stakeholders on which matters relating to specific research activities can be based; the implementation of effective frameworks for collaboration between research and extension which include structured farmers' organisations at least two geographic levels (the village and small region);
- the ability of farmers' organisations to mobilise funds to provide incentives to research;
- the development and implementation of training modules on: the benefits of partnerships; improving communication and dialogue between the different actors; and increasing the awareness of researchers and extension agents regarding the demands of farmers' organisations;
- the implementation of effective communication systems between research, extension, and farmers' organisations, so as to inform the organisations on the services that research and

extension can offer, and, especially, with a view to encouraging the joint construction of farmers' organisation requests;

- the ability of extension services to redefine their approach so that it is more responsive to the specific needs of farmers' organisations;
- strengthening the ability of research to form multidisciplinary research teams using proven participatory methodologies, and improving capitalisation on the skills of systemic agronomists and social scientists;

Similarly, research and extension should be able to benefit from support to enable them to better understand the dynamics of farmers' organisations and increase their articulation with farmers' organisations. This can be done through jointly formulating research requests and participation in a joint reflection on how agricultural services can promote processes of technology generation and dissemination.

AN EXAMPLE OF A STEP TOWARD PARTICIPATORY APPROACH

FLO⁹ imposed environmental criteria on Fair Trade banana producers. To protect watersheds and aquatic life, FLO requires Fair Trade growers to refrain from all herbicide use on their farms. In a first attempt, technicians recommended the use of mechanical weed clearing in place of the chemical herbicide Paraquat widely employed on conventional farms. This has greatly increased labour inputs for Fair Trade growers, and resulted in a greater propagation of a weed (water grass or *Commelina* sp.). The water grass was also found to be closely associated with nematode (*Rotylenchulus remiformis*) and Cucumber Mosaic virus, which reduces the productivity of the banana plant.

This case illustrates the difficulties faced by the farmers when discrepancies exist between the expectations/demands of the farmers and the propositions put to them by those who want to support them. When the farmers (and their local committees) are in unfavourable position in the relationship, the supporting entities can easily impose their views and aims, which may lead to some misunderstandings and frustrations for all concerned.

From this first experience Winfa and the University of the West Indies school of agriculture, are exploring in St Vincent (Winfa, 2003a), practical solutions to address the water grass menace. The objective is to control the watergrass while preventing soil erosion (dead or live mulch, intercrops) and reducing the use of herbicide. The researchers are conducting experiments and studies aiming the use of native species as live mulches, for this purpose they made several inquiries among the local producers in order to identify the adapted species.

Integrating farmers' knowledge into the process of knowledge and technology development and transfer is providing much benefit in this research process. In this move from a linear paradigm, (research develops technologies, extension transfer them, and farmers are expected to adopt) toward partnerships. Then farmers are recognized as full partners. Partners, who can produce and disseminate knowledge and technology, they are not seen only as consumers of technology produced by specialists.

⁹ *Fair Trade Label Organization International*

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Appendix 1 : PROGRAMM

Day	Date	Hours	Palce	Subject
Sunday	23/10/05	15:20 – 20:20	Montpellier - Pte a Pitre	Travel
Monday	24/10/05	0700 – 07:45	Pte à Pitre – Fort de France	
	24/10/05	09:05 – 10:20	Fort de France - Barbade	Travel
		14:00 – 15:00	Bridgetown	PNUD OESC projet Tapard
		15:00 – 16:00		UE Stabex, FED,
24/10/05	21:00 – 21:40	Bridgetown – St Vincent	Travel	
Tuesday	25/10/05	08:00 – 12:00	St Vincent	Ministry of Agriculture, Head of agricultural Services
		14:00 – 17:00	St Vincent	Arrowroot Industry Association
Wednesday	26/10/05	08:05 – 08:35	St Vincent - Grenada	Travel
		10:00 – 12:00	Grenada	Rencontre ministère, service R-D agriculture préparation réunion avec OP
		14:00- 17:00	Grenada	Réunion avec OP – Visites terrain
Thursday	27/10/05	07:20 – 08:35	Grenada – Ste Lucia	Travel
		10:00 – 17:00	Ste Lucia	Rencontre ministère, service R-D agriculture préparation réunion avec OP
Friday	28/10/05	08:00 – 17:00	Ste Lucia	Réunion avec OP – Visites terrain
Saturday	29/10/05	08:00 – 17:00	Ste Lucia	Field visit
Sunday	30/10/05	08:25 – 09:05	Ste Lucia - Dominica	Travel
Monday	31/10/05	08:00 – 12:00	Dominica	Rencontre ministère, service R-D agriculture préparation réunion avec OP
		14:00 – 17:00	Dominica	Réunion avec OP – Visites terrain
Tuesday	01/11/05	08:00 – 12:00	Dominica	Rencontre ministère, service R-D agriculture préparation réunion avec OP
		14:00 – 17:00	Dominica	Réunion avec OP – Visites terrain
Wednesday	02/11/05	08:00 – 12:00	Dominica	Visites terrain
		14:40 – 15:20	Dominica – Antigua & Barbuda	Travel
Thursday	03/11/05	08:00 – 12:00	Antigua & Barbuda	Rencontre ministère, service R-D agriculture préparation réunion avec OP
		14:00 – 17:00	Antigua & Barbuda	Réunion avec OP
		18:00 – 18:25	Antigua – St Kitts	Travel
Friday	04/11/05	08:00 – 12:00	St Kitts & Newis	Réunion avec OP
		19:25 – 19:45	Ste Lucie – Fort de France	Travel
Saturday	05/11/05	19:35 – 08:40	Guadeloupe – France	Travel

Appendix 2 : PERSONS INSTITUTIONS

Country	Agency/Institution	Representative	Function	Address	e-mail
Barbados	UNDP	Leisa Perch	Programme manager Poverty reduction	Un Hose, Marine Gardens, Hastings, Christ Church	leisa.perch@undp.org
	European Union	Thorstend Strand	Rural infrastructure engineer	P.O. Box 654C, Bridgetown Barbados	thorsten.strand@cec.eu.int
St Vincent and the Grenadines	Ministry of Agriculture and Fisheries	Philmore Isaacs	Chief agricultural officer	Richmond Hill, Kingstown	agrimin@caribsurf.com
	Banana Growers Association	Lesly Grant	General Manager	PO Box 10, Kingstown ,	svbga@caribsurf.com
	Arrowroot Industry Association	Markley Gill	Manager	P.O. Box 70, Kingstown, St. Vincent & The Grenadines, W.I. Tel: 784 457 1511, Fax: 784 457 2151	info@svgarrowroot.com
Grenada	Marketing and National Importing Board	James Fitzroy	General Manager	P.O. Box 652 Young ST., St George, Grenada W.I. Tel: 1(473) 440 3191, Fax: 1(473) 440 4152	mnib@caribsurf.com
	IICA	Josef Cosmos	Co-ordinator	2nd Floor - Campbell's Building, The Villa, St. George`s, P.O.Box 228, St. George`s, Grenada W.I. Tel : 1(473) 4405547 Fax : 1(473) 4404186	iicagda@caribsurf.com
	Agency for Rural Transformation (ART)	Ms Sandra Ferguson	Secretary general	P.O. Box 750 Marrast Hill, St. George's Grenada West Indies Phone (473) 440-3440/3915 Fax (473) 440-9882	art@caribsurf.com
	CARDI	Reginald Andall	representative	CARDI Grenada P.O. Box 270 St George`s Grenada. Phone: (473) 443-5459, Fax: (473) 443-2939	cardignd@caribsurf.com
	Ministry of Agriculture	Ann Esasa Marcel Guido François Eron	Permanent Secretary	St. George`s, Grenada. Tel: 473 440 2708	
	Agency for Reconstruction and Development	Keth Owen		Botanical Gardens, Tel: (473) 439 5606. Fax: (473) 439 5609.	mail@ardgrenada.org

Country	Agency/Institution	Representative	Function	Address	e-mail
St Lucia	Ministry of Agriculture	Joan John Norville	Atg Director, Agricultural Services	Ministry of Agriculture, Forestry and Fisheries 5th Floor Sir Stanislaus Building Waterfront – Castries - St. Lucia Tel (758) 452-2526/468-4123 Fax (758) 453-6314	das@slumaffe.org
		Dr Darius Gabriel	Deputy Director	Tel (758) 468-4125	ddas@slumaffe.org
		Philipp Sydney	Communication officer		
		Vincent Lacobiniere	Marketing Unit		
	CARDI	Ronald Pilgrim	Cardi's representative	P.O. Box 971 Castries St Lucia Tel (758) 453 3317 - Fax (758) 453 3495	cardi@candw.lc
	St Lucia Marketing Board	Ms Roycelin St Hill	General Manager	P.O. Box 441 Castries St Lucia Tel (758) 452 3214 - Fax (758) 453 1424	slmb@candw.lc
	OECS	George Alcee	Agricultural Economist	Morne Fortuné P.O. Box 179 Castries St Lucia Tel (758) 452 2537 - Fax (758) 453 1628	galcee@oecs.org
	St Lucia Agriculturist Assc.	Kerde Severin	Chief executive officer	Mongiraud Street Castries St Lucia Tel (758) 452 3771 - Fax (758) 453 2693	kerdeseverin@yahoo.com
	Bank of St Lucia	Allahdua			
		Emmanuel Haynes	Corporate accounts executive	Financial centre building P.O. Box 1860 Castries St Lucia Tel (758) 457 7120 -Fax (758) 457 7299	manhay7@hotmail.com
	Ministry of Finance – Economic Affairs	Louis E.A. Lewis	director	1 st Floor old treasury Bldg Laborie street Tel (758) 468 3911 - Fax (758) 451 9706	lewis@gosl.gov.lc
		Dale Bernard	Econmist	1 st Floor old treasury Bldg Laborie street Tel (758) 468 3956 - Fax (758) 451 9706	dbernard@gosl.gov.lc
Ambassade de France	Denis Viart	Conseiller de cooperation	Nelson Mandela Drive-Vigie P.O. Box 937 Castries St Lucia Tel (758) 455 6072 Fax (758) 455 6076	Denis.viart@diplomatie.gouv.fr	

Country	Agency/Institution	Representative	Function	Address	e-mail
Dominica	DEXIA	Gregoire Thomas	General Manager	P.O. Box 173, Roseau – Commonwealth of Dominica, W.I. Tel : (767) 448 3494/5/2780 Fax : (767) 448 6308	dexia@cwdom.dm
	Ministry of Finance and Planning	Samuel Carrette		Financial Center Kennedy Avenue Roseau – Commonwealth of Dominica, W.I. Tel : (767) Fax : (767)	Sam285@hotmail.com
	CARDI	Gregory Robin	Agronomist	P.O. Box 346, Roseau – Commonwealth of Dominica, W.I. Tel : (767) 448 2715 Fax : (767) 448 5690	cardi@cwdom.dm
	National Fair-trade organisation of Dominica	Amos Wiltshire	Coordinator	Estate Castle Bruce Commonwealth of Dominica, W.I. Tel : (767) 446 0736 Fax : (767) 446 0866	fair-trade@cwdom.dm
	Global Environment Facility	Albert Panman Bellot	National Coordinator	P.O. Box 169, Roseau – Commonwealth of Dominica, W.I. Tel : (767) 440 4345 Fax : (767) 440 4349	gefsgpcompact@cwdom.dm
	IICA	Kervin Stephenson	Technical Specialist	c/o Division of Agriculture, Botanical Gardens, Roseau Commonwealth of Dominica W.I. Tel : (767) 448 4502 Fax : (767) 448 5898	iicadm@cwdom.dm
	Ministry of Agriculture, Fisheries & the Environment Division of Agriculture	Oliver Grell	Director	Division of Agriculture, Botanical Gardens, Roseau Commonwealth of Dominica W.I.	agridivision@marpin.dm
		Winston Magloire	Technical Officer		
Ministry of Agriculture, Fisheries & the Environment Forestry, Wildlife and National Parks	Albert Gallion	Asst. Forest Officer		forestry@cwdom.dm	
Antigua and Barbuda	Ministry of Agriculture	Ms Jennifer Maynard	Liaison officer international and regional organisation and farmers group		
		Donald Edwaxards	Permanent secretary		
		Lesroy Grant	Director of Agriculture (Ag.)		

Country	Agency/Institution	Representative	Function	Address	e-mail
	Agriculture organisations and Services to agriculture	See list			
	Permanent Secretary responsible for UNDP	Maudlyn Richard			
St Kitts and Newis	Ministry of Agriculture	Paul Benjamin	Plant progagation Officer		
		Al Edwards	Marketing officer		
		Aston Stanley	Livestock programm leader		
	St Kitts Farmers cooperative	Arabella Lisbett			
	Progressive Pig Farmer Association	George Geffrey			
	Fahies Women association	Denise Gillard			
Bee farmers St Kitts Farmers cooperative	Terence Brown				

Appendix 3 : RURAL ENVIRONNEMENT MEETING IN ANTIGUA AND BARBUDA

Name	Institution	Address
Paul Baccus	National Development Foundation	
Angela Ephraim	Gilbert Agriculture and Rural development Centre	
Sharon Peters	Cooperative Department	
Francis Henry	Antigua Branch or the Caribbeaun Agri-business association	c/o IICA- *P.O. Box 1552 - St Johns - Antigua iica@candw.ag
Kublai Mannix	South Coast United Fisher Folk Association	Urlings Fishing complex- Urling village -Antigua - Fone: 5625-49-17/18
Julius Ross	Cardi	
Julie Anne Laudat	IICA	
Katleen Forde	Central Marketing Corporation	
Alvin Langlais	Antigua Beekeepers Cooperation	P.O. box 3070 - St Johns -Antigua alnov@candw.ag
Fitzmorgan Greenaway	Antigua and Barbuda small ruminants	Tyrells Liberta - St Pauls - Antigua Fone: 268 460 3446/268-773-0222
Clint Samuel	Antigua and Barbuda small ruminants	
Kezron Lewis	Antigua and Barbuda small ruminants	
Astley Joseph	Livestock improvement cooperative society	
Hyacinth Charles	Wadadli Herbs and spice Group	P.O. Box 1030 St Johns - Antigua
Grantley Samuel	Poultry Growers Association	P.O. Box 446- St Johns - Antigua
Fredrick Charles	Poultry Growers Association	
Carmen Payne	Agro-processor group	P.O. Box 553 - St Johns Antigua
Steven Brumant	Agriculture extension division	
Jennifer Maynard	Ministry of Agriculture	

Appendix 4 : GUIDE FOR INTERVIEWS OF FARMERS ORGANISATIONS USED FOR THE STUDY

1. Name of the organisation

1.1. Full name:

1.2. Short Name:

2. Some historical features

2.1. Date of creation: why has the association been created?

2.2. Circumstances: what were its objectives in the earliest stages?

2.3. Membership: What was the membership at the beginning and evolution of the membership throughout the years?

2.4. Membership's conditions: what were these conditions initially and did they change along the years? If yes why?

2.5. What were the statutes in the beginning of your association? Did they change? Why?

3. Main activities of the association

3.1. Meetings

3.1.1. General assembly :

3.1.1.1.frequency of meetings

3.1.1.2.Subjects tackled at the time of the two latter general meetings

3.1.2. Board:

3.1.2.1.frequency of meetings

3.1.2.2.Subjects tackled at the time of the two latter general meetings

3.2. Up to now what are the main achievements of your association? According to you why did it perform well?

3.3. And what are the main failures your association experienced since it began to work? To what do you think we may attribute them?

3.4. What are the priorities of your association for this year and for the five years to come?

3.5. What do you think are the main obstacles your association will have to deal with in the next five or ten years?

3.6. What do you think are the main obstacles the agriculture of your country will have to deal with in the next five or ten years to come?

4. Partnerships

4.1. Who are your main partners and what kind of help do they bring to you? (

4.1.1. Since when?

4.1.2. How did happen your first contact with them?

4.1.3. How would you qualify your relationship with them?

4.2. What are your expectations from your relationship with your partners?

4.2.1. What kind of help do you think is the most critical to your association according both to your situation and your projects?

4.3. What are your relations with the other islands farmers associations? Does it lead to common actions?

4.4. What are your relations with the private sector and how would you qualify them? What are the main achievements and difficulties in this prospect?

5. Resources

5.1. What are the resources of your association?

5.2. How do you manage to get them renewed?

5.3. How do you think you will be able to finance the future development of your association?

5.4. How are managed the resources of your association?

5.5. What difficulties do you face in funding?

Appendix 5 : OECS IMPLEMENTATION SCHEDULE OF PROGRAM
" ENCOURAGING IMPROVED COOPERATION AND COLLABORATION OF THE FARMING COMMUNITY

Project Title: Encouraging Improved Cooperation and collaboration of the farming Community and other Agribusiness Concerns in Agricultural development

Goal: Increased contribution of agriculture sector to national development through effective integration and coordination of efforts.

Duration: 3 years

Estimated cost: US\$ 246,000

Expected results

1. Establishment of a Chamber of Agriculture.
2. National and sub-regional body for the coordination and integration of the agricultural transformation process.
3. Enhanced agri-business capacity and capability of existing commodity organisations, institutions and working groups and to establish new ones where necessary.

Table 28: OECS' Implementation schedule for improved cooperation (part 1)

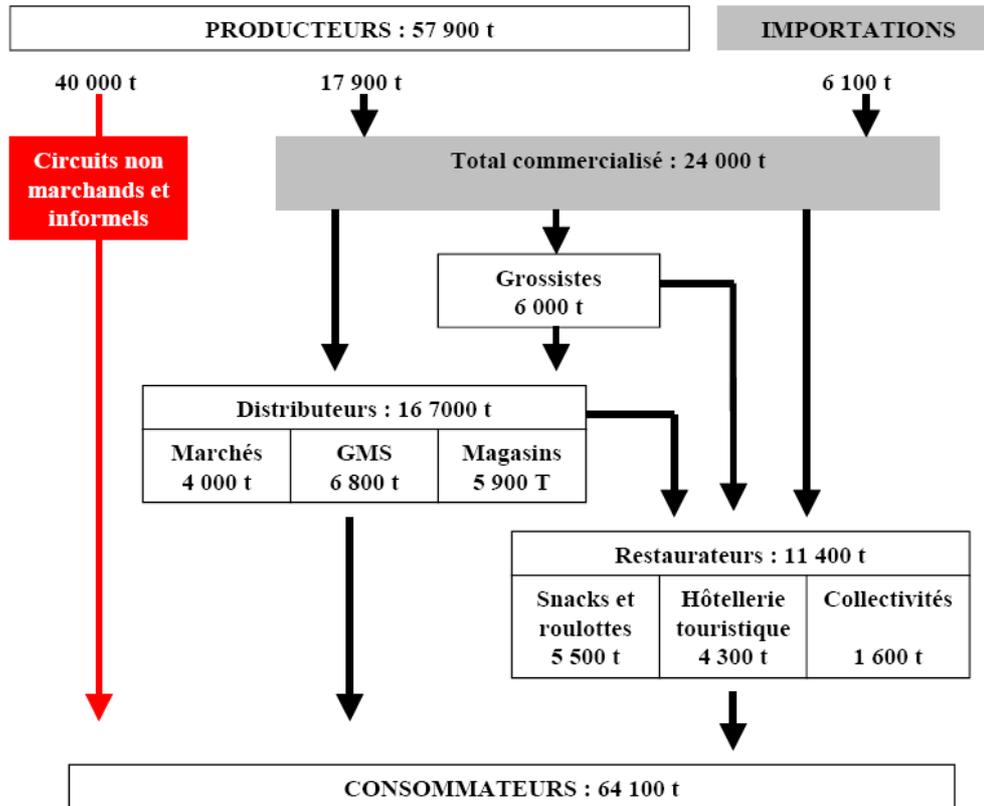
ACTIVITIES	YEARS															
	1				2				3				4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Establishment of a Chamber of Agriculture																
1.1 Seek technical assistance from Chamber of Agriculture of Martinique.	→															
1.2 Conduct inventory and analysis of situation in Member States, defining appropriate model, commencing in St. Lucia.	→	→														
1.3 Workshop with stakeholders to finalise appropriate structure defining mission, objectives, operations and services offered.				→												
National and sub-regional body for the coordination and integration of the agricultural transformation process.																
2. 2.1 Assess current capacity of commodity organizations, institutions and working groups in agriculture.	→	→														
2.1.1. Assessment of the structure & needs of 3 farmer/fisher commodity organizations per MS.																
2.1.2. Develop the guiding principles for the functional operation of farmer/fisher commodity organisations																
2.1.3. Mobilization off resources for strengthening farmer/fisher organisations																
2.1.4. Promote participation in structured organizations.																
2.1.5. Undertake sensitization programmes on the need to participate in structured organisations.																
2.1.6. Development of networking mechanisms among stakeholders.																
2.1.7. Support organization of umbrella organisations of stakeholders where appropriate.																
2.1.8. Encourage participation of agribusiness organisations in NAACs																
2.1.9. Support development and improvement of appropriate networking mechanisms																

Table 29: OECS' Implementation schedule for improved cooperation (part 2)

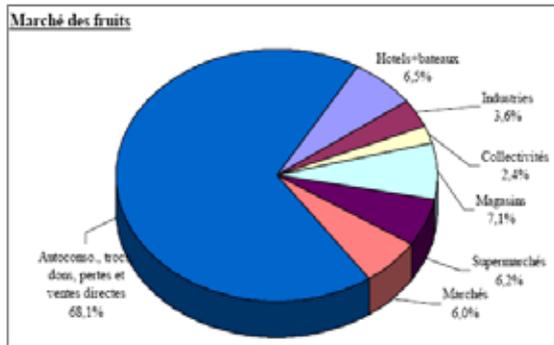
ACTIVITIES	YEARS															
	1				2				3				4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Enhanced agri-business capacity and capability of existing commodity organisations, institutions and working groups and to establish new ones where necessary																
3.1 Support improvement and strengthening based on capacity assessment in 1.1 above.																
3.1.1. Support strengthening and operations of CABA																
3.1.2. Support strengthening and operations of existing youth groups in agriculture																
3.1.3. Support strengthening and operations of Women groups in agriculture.																
3.1.4. Support strengthening of educational institutions like TA Maryshow and SALCC especially in areas of curriculum development to meet the ever changing needs of the agriculture sector.																
3.1.5. Support the development of an OECS Agribusiness Association.																
3.1.6. Support initiatives for joint procurement of agricultural inputs for Member States.																
3.2. Improve awareness of agribusiness imperatives.																
3.2.1. Undertake sensitization programs on agribusiness imperatives.																
3.2.2. Develop comprehensive data base containing all technical and business information on commodities																

Appendix 6 : EXEMPLE OF DIAGRAM OF COMMERCIALISATION OF FRUITS AND VEGETABLES IN A SMALL ISLAND COUNTRY (MOUSTIER, ET AL., 2001)

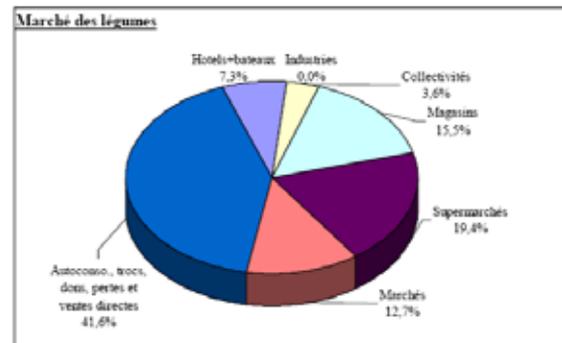
Graphique 3 : Destination et répartition des produits locaux et importés



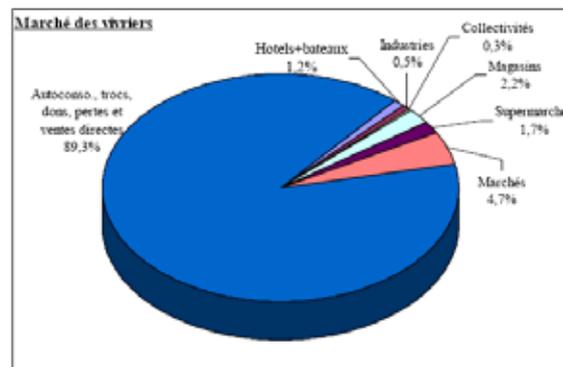
Graphique 4 : Destination finale des fruits



Graphique 5 : Destination finale des légumes



Graphique 6 : Destination finale des vivriers



Appendix 7 : THE CHAMBERS OF AGRICULTURE IN FRANCE (IN FRENCH)

Extrait de la fiche "Les chambres d'agriculture en France" (Pesche, 2001)

...A l'image des Chambres de commerce et d'industrie ou des Chambres de métiers, les Chambres d'agriculture sont des établissements publics professionnels composés majoritairement d'élus d'agriculteurs mais aussi de représentants des salariés agricoles et des organisations proches du secteur agricole (agro-alimentaire, secteur para-agricole).

Elles assurent deux grandes missions :

- * *Une fonction de représentation des intérêts de l'agriculture par les avis qu'elles sont amenées à donner aux pouvoirs publics.*
- * *Depuis la fin des années 1950, elles fournissent aussi des services aux agriculteurs (conseils techniques, formations et informations). Elles fonctionnent actuellement grâce à des moyens financiers prélevés par le biais d'une taxe additionnelle sur l'impôt foncier (ressource actuellement prédominante), des soutiens publics liés à leurs activités et la vente de services aux agriculteurs.*

Les Chambres d'agriculture et leur représentation nationale, l'Assemblée permanente des Chambres d'agriculture (APCA), jouent donc un rôle déterminant dans la représentation des intérêts des agriculteurs. En ce sens, elles ont eu, tout au long de leur histoire, des rapports complexes avec le syndicalisme agricole. Du fait de leurs importants moyens financiers et humains, le contrôle des Chambres a toujours représenté un enjeu pour les syndicalistes agricoles. Organisées tous les six ans, les élections des représentants des Chambres d'agriculture sont toujours un moment fort pour les organisations agricoles : c'est un peu le baromètre qui permet, de mesurer périodiquement, l'influence respective des différents syndicats agricoles en France.

En 2000, le groupe «Chambres d'agriculture» était composé de 94 Chambres départementales, 21 Chambres régionales, de l'APCA, soit un total de 4 200 élus. Elles emploient 7 500 salariés dont 5 400 ingénieurs et techniciens. Le budget consolidé de cet ensemble représente 3,3 milliards de francs français (500 millions d'Euros). Le budget annuel d'une Chambre départementale moyenne est d'environ 40 millions de francs français.

a. Les origines

L'idée des Chambres d'agricultures, comme organisme public chargé d'organiser la consultation entre l'État et les agriculteurs, est ancienne puisque les Chambres existent légalement depuis 1851. Dans la pratique, il faut attendre 1927 pour qu'une loi de finance leur permette effectivement de fonctionner au niveau de chaque département français.

Ce retard dans la mise en œuvre peut être interprété par le fait que les parlementaires, à l'époque très majoritairement issus de régions rurales, voyaient d'un mauvais œil la mise en place d'organismes pouvant les concurrencer dans leur mission de représentation des intérêts des ruraux. Dès 1927, les Chambres se dotent d'une représentation nationale, l'Assemblée permanente des présidents de Chambres d'agriculture (APPCA) qui ne sera reconnue officiellement qu'en 1935. Cette instance nationale a pourtant joué un rôle important de débat et de confrontation des points de vues professionnels dans la période de l'entre-deux-guerres. L'APPCA a aussi joué un rôle important de soutien (financier et politique) aux jeunes syndicats agricoles spécialisés créés au début des années 1920 comme l'Association générale des producteurs de blé et autres céréales (AGPB). Pratiquement dissoutes pendant la période de Vichy (1940-44), les Chambres d'agricultures sont réhabilitées en 1949. Elles deviennent alors progressivement une institution clé du monde agricole français et ceci pour deux raisons principales. La première réside dans leur position d'interlocuteur officiel avec les pouvoirs publics qui leur offre une place de choix pour participer aux débats sur les politiques agricoles. Le deuxième est lié à leur poids financier qui leur

permet de disposer, dans chaque département, d'un budget significatif que leur envient les autres organisations agricoles.

b. Une position clé dans le conseil aux agriculteurs

Depuis le début du XXe siècle, ce sont les pouvoirs publics qui assuraient cette fonction de conseil technique aux agriculteurs par le biais des services agricoles au niveau de chaque département. La décennie des années 1950 correspond à la montée en puissance des organisations agricoles comme fournisseurs de conseil, montée qui culmine en 1965 par une réforme profonde de l'administration agricole sonnant le glas des services agricoles (création des Directions départementales de l'agriculture – DDA et du corps des ingénieurs du génie rural et des eaux et forêts – IGRF qui absorbe les anciens ingénieurs des services agricoles).

S'appuyant sur leur légitimité électorale et sur leurs moyens, quelques Chambres d'agriculture commencent à embaucher des techniciens agricoles dans les années 1950. En 1959, les Chambres emploient près de 200 techniciens sur l'ensemble du territoire français.

On assiste alors au développement de cette fonction de service aux agriculteurs (conseil agricole) par différents organismes agricoles : un décret de 1959 reconnaît le rôle des groupements de producteurs dans les actions de conseil. Le syndicalisme agricole cherche alors à contrôler les nombreuses initiatives locales qui permettent ce qu'on appelle à cette époque le progrès technique.

Dans les luttes internes aux organisations agricoles, ce sont finalement les Chambres d'agriculture qui s'assureront en 1966 du rôle central de conseil technique aux agriculteurs. Un décret de 1966 met en place le Fonds national de développement agricole (FNDA) alimenté à partir de taxes parafiscales prélevées sur les produits agricoles (surtout céréales au départ, puis produits animaux et autres produits à partir du milieu des années 1970). Ce fonds national est en partie alloué à chaque département en fonction de programmes élaborés localement : concrètement, cela procure un apport financier non négligeable pour les Chambres d'agriculture (environ 10% du budget des Chambres en moyenne). Depuis cette date, ce rôle de conseil auprès des agriculteurs reste une fonction centrale des Chambres d'agriculture et représente en 2000, environ 55% de leurs activités.

Automatic Translation

Extract of the “Chambers of agriculture in France”(Pesche, 2001)

... Following the image of the Chambers of Commerce and Industry or of the Chambers of trades, the Chambers of agriculture are professional public establishments mainly made up of elected officials of farmers but also of agricultural employee representatives and organizations close to the agricultural sector (agro-alimentary, para-agricultural sector).

They ensure two great missions:

- * *A function of representation of the interests of agriculture by the opinions that they are brought to give to the authorities.*
- * *Since the end of the fifties, they provide also services to the farmers (technical councils, training and information). They currently function thanks to financial means taken by the means of an additional fee on the tax on land (currently prevalent resource), of the public supports related to their activities and the sale of services on the farmers.*

The Chambers of agriculture and their national representation, the permanent Parliament of the Chambers of agriculture (APCA), thus play a part determining in the representation of the interests of the farmers. In this direction, they had, throughout their history, of the complex relationship with the agricultural trade unionism. Because of their important financial means and human, the control of the Chambers always represented a stake for the agricultural trade unionists. Organized every six years, the elections of the representatives of the Chambers of agriculture are always a strong moment for the agricultural organizations: it is a little the barometer which allows, to measure periodically, the respective influence of the various agricultural trade unions in France.

In 2000, the group “Chambers of agriculture” was composed of 94 departmental Chambers, 21 regional Chambers, of the APCA, that is to say a total of 4 200 elected officials. They employ 7 500 worker including 5 400 engineers and technicians. The consolidated budget of this unit represents 3,3 billion French francs (500 million Euros). The annual budget of an average departmental Chamber is approximately 40 million French francs.

c. Origins

The idea of the Chambers of agricultures, like public organization charged to organize the consultation between the State and the farmers, is old since the Chambers exist legally since 1851. In practice, it should be waited until 1927 so that a finance law enables them indeed to function on the level of each French department.

This delay in the implementation can be interpreted by the fact that the members of Parliament, at the time very mainly resulting from rural areas, saw of an evil eye the installation of organizations which can compete with them in their mission of representation of the interests of the rural ones. Since 1927, the Chambers obtain a national representation, the permanent Parliament of presidents de Chambers of agriculture (APPCA) which will be recognized officially only in 1935. This national authority however played an important part of debate and confrontation of the professional points of sights during the time of the inter-war period. The APPCA also played an important part of support (financial and political) for the young specialized agricultural trade unions created at the beginning of the years 1920 like the general Association of the corn producers and other cereals (AGPB). Practically dissolved for the period of Vichy (1940-44), the

Chambers of agricultures are rehabilitated in 1949. They then become gradually a key institution of the French agricultural world and this for two principal reasons. The first lies in their position of official interlocutor with the authorities which offers a place of choice to them to take part in the debates on the agricultural policies. Second is related to their financial weight which enables them to lay out, in each department, of a significant budget that the other agricultural organizations envy to them.

d. A key position in the council with the farmers

Since the beginning of the XXe century, in fact the authorities provided this function of technical council the farmers by the means of the agricultural services on the level of each department. The decade of the years 1950 corresponds to the rise of power of the agricultural organizations as suppliers of council. This culminates in 1965 by a major reform of the agricultural administration ringing the knell of the agricultural services (creation of the departmental Directions of agriculture – DDA and the body of the engineers of the agricultural engineering and National Forestry Commission – IGRF that absorbs the former engineers of the agricultural services).

Being based on their elective legitimacy and their means, some Chambers of agriculture start to engage agricultural technicians in the years 1950. In 1959, the Chambers employ nearly 200 technicians on the whole of the French territory.

One then attends the development of this function of service to the farmers (agricultural council) by various agricultural organizations: a decree of 1959 recognizes the role of the producer groups in the actions of council. The agricultural trade unionism then seeks to control the many local initiatives which what is called allow at that time technical progress.

In the internal fights with the agricultural organizations, in fact finally the Chambers of agriculture will make sure in 1966 of the central role of technical council to the farmers. A decree of 1966 met invests from there the Funds agricultural national of development (FNDA) fed starting from parafiscal taxes taken on the agricultural produce (especially cereals at the beginning, then produced animal and other products starting from the middle of the years 1970). These national funds are partly allocated at each department according to programs worked out locally: concretely, that represents a considerable financial contribution for the Chambers of agriculture (approximately 10% of the budget of the Chambers on average). Since this date, this role of council near the farmers remains a central function of the Chambers of agriculture and represents in 2000, approximately 55% their activities.

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