



EUROPEAN UNION



ACP GROUP OF STATES

# **ALL ACP AGRICULTURAL COMMODITIES PROGRAMME**

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## **SUMMARY NOTES ON THE AAACP CARIBBEAN DISSEMINATION WORKSHOP**

(12/10/2011)



**Photograph 1: Participants in the All ACP Agricultural Commodities Programme Caribbean Dissemination Workshop, Almond Beach Village, Barbados, September 28 & 29, 2011**



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## List of Abbreviations and Acronyms

<b>AAACP</b>	All ACP Agricultural Commodities Programme
<b>ACE</b>	Agricultural Commodity Exchanges
<b>ACP</b>	African, Caribbean, Pacific
<b>BIS</b>	Baseline Information Screening
<b>CaFAN</b>	Caribbean Farmer Organization Network
<b>CFC</b>	Common Fund for Commodities
<b>CRM</b>	Commodity Risk Management
<b>CARICOM</b>	Caribbean Community
<b>CARIFORUM</b>	FORUM OF CARIBBEAN ACP STATES
<b>CU</b>	Coordination Unit
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>F&amp;V</b>	Fruits and Vegetables
<b>GAP</b>	Good Agricultural Practices
<b>GNCA</b>	Grenada Nutmeg Cooperative Association
<b>GWP</b>	Global Work Plan
<b>IAM</b>	Inter-Agency Mechanism
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>IO</b>	International Organisation
<b>IPM</b>	Integrated Pest Management
<b>ITC</b>	International Trade Centre
<b>KOW</b>	Kick-Off Workshop
<b>MIS</b>	Market Information System
<b>MTR</b>	Mid Term Review
<b>NCCS</b>	National Commodity Chain Stakeholders
<b>PSC</b>	Programme Steering Committee
<b>RWP</b>	Regional Work Plan
<b>R&amp;T</b>	Roots and Tubers
<b>SADC</b>	Southern African Development Community
<b>SC</b>	Steering Committee
<b>SCP</b>	Sustainability Claim Portal
<b>SDN</b>	Agriculture and Rural Development Sustainable Development Network
<b>TOS</b>	Trade Opportunity Scan
<b>UNCTAD</b>	the United Nations Conference on Trade and Development
<b>WB</b>	the World Bank



## EXECUTIVE SUMMARY

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The AAACP Dissemination Workshop for the Caribbean Region was convened at the Almond Beach Village, Barbados on September 28 & 29, 2011. The workshop marked the conclusion of the All ACP Agricultural Commodities Programme (AAACP) which was launched in September 2007 at the initiative of the European Commission and the ACP Secretariat. The main objectives of the AAACP Dissemination workshops were:

1. To make participants aware of what the AAACP has been able to achieve
2. To identify the main tasks outstanding
3. To provide a conduit for sharing valuable experiences and lessons learnt across the wider ACP region
4. To convince development partners/funding agencies of the desirability and relevance of following-up/replicating activities piloted successfully under the AAACP.

The dissemination workshop report contains the proceedings of the 2-day event and serves as a useful medium for information sharing which is an important tenet of the AAACP programme

Given the above objectives, some 66 participants representing the stakeholders and representatives from the National Organizations as well as Representatives of institutions/organisations with the capacity to ensure some form of follow-up to or replication of the AAACP activities in the region attended the workshop. These included:

- Representatives from partner International Organizations (IOs); Representatives from regional organizations (CAFAN, CARDI, CARICOM, IICA, etc) and regional banks (CDB)
- Representatives of Government Ministries, National & Regional Authorising Officers
- Representatives of AAACP Beneficiaries (e.g. Representatives of Strategy Committees), who provided testimonies about the impacts of the programme

The Workshop Programme was conducted using a participatory approach which featured the following sessions;

- a) An opening ceremony
- b) **Session 1-** A general presentation of programme expected and actual results which provided background content of the programme as well as introduced the workshop agenda. This presentation recapped the expected results of the AAACP, major achievements, and the various main approaches used to attain them. This overview was supported by a draft synthesis report commissioned by the Coordinating Unit (CU). A brief discussion followed.
- c) **Session 2-** Case stories by Representatives of Beneficiary groups which illustrated the programme approach and results achieved. These presentations sought to demonstrate, starting from the core programme mandate of supporting participatory strategy development, how the programme also supported strategy implementation of national commodity programmes through a coherent package of complementary interventions (including cross-cutting themes); fostered inter agency collaboration; developed synergies with or complemented other activities outside the AAACP where applicable; promoted alignment on priorities of beneficiaries; Lessons learnt from implementation of programme activities.



- d) **Session 3-** The second set of Case Stories featured the training of producer organisations. *The Caribbean Farmers Network (CaFAN)* shared its experience under the AAACP followed by a presentation on the Pacific perspective on capacity building of producer organisations before a floor debate on the subject matter.
- e) **Sessions 4- and 5** followed a thematic approach in which the subject matters were presented by a mixed panel (made of value-chain representatives and implementing agencies). This was followed by a plenary debate. **Session 4** dealt with the challenges of enhancing the functioning of agricultural commodity markets in the Caribbean. This covered the following:
- Commodity exchange
  - Commodity and stock exchange
  - Market Information Systems
  - Improving policy formulation
  - Improving buyer-farmer linkages
- f) **Session 5: Innovative Financing and Risk Management** featured four (4) presentations on a) Factoring/receivable discounting; b) weather risk management; c) Agriculture risk management; d) branding agriculture commodity chains. A panel discussion followed.
- g) **Session 6:** Provided an opportunity for development partners to (i) present their ongoing initiatives in the commodity sector, notably diversification initiatives; (ii) identify links with AAACP work and (iii) to indicate areas of interest under the AAACP for potential follow up. In this regard presentations were made by organisations including CDB; IICA; FAO; CARDI/CFC. Following the individual presentations a general discussion took place.
- h) **Session 7** provided an open forum for interaction among development partners, in order for them to identify concrete possibilities of collaboration/cooperation and have preliminary discussions thereon.
- i) **Session 8** comprised the final session in which a summary of the main presentations, the main comments and recommendations emanating from the presentations and general discussions were presented. This final session also sought to summarise the major achievements of the AAACP, recall the success stories that can be replicated, underline major lessons learnt in terms of programme implementation. It also identified some of the areas for follow-up by development partners which emerged during the workshop.

### **Results Achieved**

The presentations highlighted the main results achieved under the programme as follows:

Result 1 (R 1)-Strategies developed in the Caribbean Region were focused on two countries:

1. Jamaica -Agriculture sector strategy F&V, H&S, R&T (March 2010)
2. Grenada -Nutmeg & mace sector strategy (October 2009)

In this regard the strategy development process involved the following activities;

- a) Baseline information gathering & validation
- b) Value chain diagnoses
- c) Sector development strategy design



- d) Preparation of the Implementation Plan
- e) Setting up of Strategy Coordinating Committees

Result 2 (R2) - Strategy Implementation revolved around the following activities;

- a) Support to producer organisations (Support to CaFAN and national farmer organisations in respect of coordination and professionalization of those organizations)
- b) Improved production & marketing (Support to cocoa/coffee in Haiti; R&T crop industry; Vegetables & Herbs)
- c) Promote farmer-buyer linkages (Use of Business Model approach to consolidate the linkages between farmers, processors and industrial buyers )
- d) Product & market development (Market studies on Nutmeg (Grenada) and food crops (Jamaica); strategy coordination bodies established)

Result 2 (R2)- Improving functioning of agricultural markets concerned the following ;

- a) Information on Prices and Market Intelligence (AMIS; INFOSHARE);
- b) Commodity supply chain finance to improve farmers' access to credit
- c) Commodity Exchange

Result 3 (R3) – Innovative Financing and Risk Management (RM) concerned the following;

- a) Develop RM strategies to mitigate the impact of bad weather and price fluctuations:
  - Nutmeg (Grenada);
  - Fruits & Vegetables (Jamaica, Belize, Haiti)
- b) Policy Support on responses to food price volatility in Haiti:
  - Analysis of the rice price subsidy
  - Financial weather risk management strategy
- c) Feasibility Study for developing Market Based Agricultural. Risk Management (RM):
  - Weather risk mapping & RM transfer mechanisms (Jamaica)
  - Risk assessment & agricultural Insurance for rice and vegetable crops (Guyana)
- d) Capacity Transfer to the region:
  - Regional Symposium on Agriculture Risk Management
  - Training material for risk mitigation measures
  - Training program on risk mitigation agricultural practices



Result 4 (R4) – Collaboration, synergies & complementarities -The programme was coordinated through the following mechanisms:

- a) The establishment of a Coordination Unit which acted as a “Process Facilitator” to ensure smooth and effective implementation of the AAACP
- b) The appointment of CARDI as Focal Point, to create awareness at regional and national level; mean-stream AAACP activities into CARDI programmes and provide technical advice and guidance
- c) The provision of strategic guidance by the Programme Steering Committee comprising representation from the ACP, EU, COS-Coton.
- d) The convening of Inter-Agency Mechanisms (IAM) meetings
- e) The implementation of Kick-Off Workshops, MTR and Dissemination Workshops

Other Complementary IO interventions which enhanced the programme included the following:

- a) The collaboration on Strategy development & implementation processes (food crops in Jamaica) between ITC, FAO & UNCTAD.
- b) The collaboration between UNCTAD, ITC, FAO and the World Bank for the Grenada finance workshop. (July 2011)
- c) The collaboration between UNCTAD and FAO on the MIS and SCP workshop in the Caribbean. (February 2011)
- d) WB-ARMT is coordinating work done, lessons learned and experiences with FAO, Caribbean Development Bank, CCRIF, CARDI, and CAFAN.
- e) Cooperation between CFC and FAO (Root Crops in the Caribbean; (CFC/FIGG/44)/FAO IGG on Grains)

Case stories and the discussions in the various sessions of the workshop, affirmed the relative success of the programme and the various impacts on beneficiaries. In the various discussion which followed, participants identified the need for information sharing, continued support to implement elements of the strategies and the need for better coordination of activities in regional agriculture as key issues to be addressed in the design of follow- up action to the AAACP interventions. There was also a clear indication that IOs and other regional support institution for agriculture in the region have begun to improve their coordination through greater dialogue and the alignment of their programmes with regional needs. The beneficiaries identified a number of learnt lessons, notable among them the participatory approach to the identification of priorities, commodity value chain diagnosis and strategy development which led to greater cooperation and buy- in from stakeholders by identifying and addressing the root causes of the problems in a comprehensive way.

## **CONCLUSIONS AND RECOMMENDATIONS**

1. The overall objective of the AAACP is to improve incomes and livelihoods for producers from agricultural commodities and to reduce income vulnerability at both producer and macro levels. As such, the AAACP is both relevant and timely, given the prevailing international market conditions and trade situation which affect commodities and consequently the economic development of commodity dependent countries. For the Caribbean region the programme is a welcomed intervention to help address the fall- out from the loss of preferential trading arrangements for traditional export



commodities and to develop the appropriate policy frameworks and strategic approaches for creating a more diversified and sustainable agriculture

2. The overall impacts of the AAACP in the Caribbean region included the following;
  - a) Strategy development and implementation is providing a structured pathway for planned long term development of the targeted sub-sectors and was instrumental in attracting additional funding for the Agro-food sector in Jamaica notably from the USAID and IADB. Similarly for Grenada, the UNDP has committed additional resources to the development of nutmeg and mace. Under the EDF, funding sourced from NIPs & RIPs are being targeted to improve aspects of commodity chain development. The CFC has committed its own funding towards the project for Improved Production & Marketing: Of the total cost of € 2.3 million, 1/3 was contributed by the AAACP and the remainder 2/3 by CFC). In Trinidad and Tobago, CFC has provided resources to assist TTABA with the development of valued added products from root crops which have been successfully introduced into the market. It was noted however that in Jamaica and Grenada respectively additional resources were still needed to ensure the realignment of existing programmes /secure funding to implement a viable commodity programme.
  - b) The Support to CaFAN has enhanced and strengthened its relationships with other institutions notably FAO, CTA, CARDI, CARICOM and others.
  - c) The empowerment of the coordination committees in the countries has facilitated implementation of the strategy elements and contributed to sustainability
  - d) The development of Business models strengthened farmer/buyer linkages in Jamaica, Guyana, Grenada & St. V&G
  - e) The development of frameworks and tools for advancing risk management in the region are interventions which respond to regional policy goals and will heighten future advancements in the sector. In this regard the Feasibility Study for developing Market Based Agricultural Risk Management (RM) including Weather risk mapping & RM transfer mechanisms (Jamaica) ; Risk assessment & agricultural Insurance for rice and vegetable crops (Guyana) should lead to further development of these and other targeted commodities.
  - f) The region also benefited through Capacity by way of ;
    - Regional Symposium on Agriculture Risk Management
    - Training material for risk mitigation measures
    - Training program on risk mitigation agricultural practices
  - g) The region has been provided with templates and tools for developing marketing information systems; financial instruments to support small farmers as well as the framework for commodity exchanges to improve the marketing and pricing mechanisms affecting commodities.
3. The development of an MIS platform for the region is a foregone conclusion but the questions as to how and when this will be done remain to be addressed. There is an urgent need to prepare a proposal for funding of an MIS system, the goal being to construct a system that is workable, sustainable and efficient; this considering the challenges encountered in past efforts and the inefficiencies of information gathering and dissemination in many of the countries. There is a view that more South /south exchange would be desirable to help derive a suitable MIS model for the region
4. There are many issues to be addressed in order to enhance the development of effective commodity exchanges in the region. Issues of capacity building, food storage and risk management, seed and



germ-plasm banks; provision of price information are but some of the ingredients required. For a commodity futures exchange in particular the appropriate enabling framework, effective ongoing regulatory oversight and a commitment by government to respect the market pricing mechanism are key considerations. Jamaica needs to develop its wholesale marketing structure in order to be able to collect prices on a daily basis as well as for monitoring of input prices and produce buyers.

5. The participatory approach to the identification of priorities, commodity value chain diagnosis and strategy development is one which will engender cooperation and buy-in from stakeholders by identifying and addressing the root causes of the problems in a comprehensive way.
6. The adoption of the Value chain approach is also fully relevant in terms of efficiency of use of resources and is fully in line with the priorities of selected producers' organizations and national / regional policy bodies.
7. The implementation of the programme through International Organizations, which have, in their relevant fields, high technical expertise that is widely acknowledged as well as field presence (ITC, FAO, WB and CFC) in the region, will enhance the coordinated delivery of technical assistance hence greater aid effectiveness in line with the objectives of the Paris Declaration. There is clear evidence that the IO's and other regional partners have begun to align their future programmes with the expressed needs and requirements of the sector.
8. The participation of some regional and national Agricultural support organizations in the various interventions and activities under the programme helps to build regional capacity and enhance technology transfer to ensure long run sustainability. In this regard the engagement of CARDI as the regional Focal Point for the programme not only supports the coordination of programme activities at the regional level, but will inure to the benefit of the wider Caribbean region and enhance the sustainability of the interventions undertaken.
9. Building capacity in farmers' organization and developing business models to enhance linkages with markets including the tourism and hotel sector are important interventions for building sustainability and is consistent with the goals of national development plans for agriculture. This activity should be further supported.
10. The programme has made an important contribution towards addressing business development needs through the activities undertaken to improve risk management practices and facilitate access to market based risk management instruments for agricultural value chain actors. It is envisaged that the intervention will help accelerate the development of agricultural insurance thereby improving access to financing as well as to attract new investments into the sector.
11. Given the regions vulnerability to weather induced disasters, additional resources are required to assist countries in developing financial weather risk management strategy for agriculture (i.e. commodity cross-cutting strategies) thereby capitalizing on the activities on agriculture risk management being developed in Jamaica and which can serve as a demonstrative model for other Caribbean countries.
12. In the short term, there are existing opportunities for risk assessment at the country level to be undertaken with IICA/World bank support, targeting 5 countries (Grenada, Guyana, St Lucia, Belize and Jamaica). Additionally there is the need to promote and support an existing project for climate risk adaptation in the Caribbean – an initiative of CCRIF. In the medium term there is need to have the decision making at the strategic and governmental levels and an action plan developed. In this regard the further support to the Caribbean Agricultural Risk Management Strategy and Plan of Action to Advance Regional Agricultural Risk Insurance is recommended.



13. The region requires additional resources to enhance export-production capabilities and competitiveness in commodities, create value added through agro-processing and services such as agro-tourism linkages. In this regard the countries require a significant injection of capital to facilitate new investments in agriculture and fisheries activities including the following;
  - Support production and marketing (a critical issue is resources to bridge farmers' production and marketing divide)
  - Addressing the issue of standards which constrains the rate of progress in the private sector
  - Greater need for commodity planning
  - More support for marketing
  - Embracing the educational institutions in the planning and promotion of agriculture
  
14. There is great need to ensure that the skills and experiences gained and lessons learnt are shared within the region and the wider ACP.
  
15. The regional agricultural activities can benefit from better coordination and CARDI, CDB and CARICOM are expected to explore mechanisms for effecting better coordination. In this regard efforts are to be made to embrace the educational institutions in the agricultural development processes.
  
16. Branding is a tool that can be effectively employed to enhance value added in tropical commodities for which there are suitable items in the region.
  
17. There are opportunities for intra-ACP collaboration, especially given the similarities between the Caribbean and the Pacific Regions.
  
18. Shortcomings and outstanding gaps in the Programme included the following;
  - The absence of standards holds back the private sector from focusing on benchmark standards in order to compete with imports
  - There was need for a greater coordinated planning process to ensure that programmed results and activities are defined following the same intervention logic
  - More support in the area of market development is required to deepen the integration of smallholders in markets.
  - There is a need for the sharing of learning and cementing knowledge gained in Risk Management as well as to Up-scale pilots



## 1.0 Introduction

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The dissemination workshop report contains the proceedings of the 2-day event and serves as a useful medium for information sharing which is an important tenet of the AAACP programme.

### *Organization of the workshop*

Given the above objectives, the main target groups for the dissemination workshop comprised of the stakeholders and representatives from the National Organizations as well as Representatives of institutions/organisations with the capacity to ensure some form of follow-up to or replication of the AAACP activities in the region. These included:

- Representatives from partner International Organizations (IOs) ;Representatives from regional organizations (CAFAN, CARDI, CARICOM, IICA, etc) and regional banks (CDB)
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At the end of the workshop participants were requested to complete an evaluation questionnaire the analysis of which has been included in this report.



## 2.0 PROCEEDINGS OF THE WORKSHOP

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### 2.1 OPENING CEREMONY

Members of the Head Table were:

- Bruce Lauckner- Chairman
- Mr. Lennox Chandler- Permanent Secretary Ministry of Agriculture -Barbados
- Dr. Arlington Chesney- Executive Director -CARDI
- Mr. Zissimos Vergos- EU Delegation in Barbados
- Mr. Pierre Berthelot- Coordinating Unit –AAACP

#### Summary of the Presentations

Following brief opening remarks by the Chairman, remarks were offered, the highlights of which are summarized below:

#### Dr .A. Chesney –Executive Director-CARDI

CARDI was appointed the Regional Focal Point for the AAACP following on recommendations of the MRT and endorsement by the CARICOM Secretariat. The support provided by CARDI contributed to the successful implementation of the programme. The Caribbean Ambassadors in Brussels played a supporting role and maintained keen interest in the programme throughout. Efforts are already underway to promote intra- ACP collaboration through a programme under consideration for the Pacific and Caribbean regions. Both regions have many similarities and common challenges to the development of agricultural commodities. Dr. Chesney affirmed the success of the programme as evidenced by the impacts on beneficiaries including a number of farmers organizations now working together to improve the economic well being of their membership. He opined that the ultimate success of the programme will depend on the extent to which the new knowledge is disseminated among stakeholders. The programme also provided the means for CARDI to partner with the CFC on projects in Barbados, Dominican Republic; Haiti; Dominica Jamaica and Trinidad and Tobago respectively. Consequently new technologies and processes are available to the entire region. He further highlighted the following as benefits which accrued from the programme and which will continue to have add-on effects;

- CARDI /CFC programme for protected agriculture continuing into 2012 and 2013(for Haiti)
- Small ruminant development project to follow;
- UNCTAD and WB are to formulate a Science ,Technology and innovation project ;small ruminant and risk management projects
- FAO and CARDI are now more adept at the use of value chain, FAO having brought resources from the Regional Food security project to help enhance the programme
- The presence of a Representative from the Pacific Focal Point was part of AAACP’s efforts to transfer knowledge and exchange experiences across regions

**Pierre Berthelot-** Head of the AAACP- CU



In his remarks Pierre Berthelot underscored the ambitious agenda for AAACP which sought to provide interventions across all 6 ACP regions. The overall budget and the range of activities signified the pilot nature of the AACCP. He reiterated that for the Caribbean region the Jamaica and Grenada strategy development interventions led the process, while capacity building and risk management interventions introduced a number of unconventional ways of doing business. The dissemination workshop aimed to identify success stories and record lessons learnt in order to convince donors on the need for follow-up. The workshop was not an evaluation exercise as the EU would thereafter use the formal evaluation procedure to evaluate the programme. He asserted that the programme in the region had already allowed better coordination among IOs; that the workshop is only the first step in dissemination and that the CU will remain until August 2012 to develop dissemination tools and identify and coordinate resources to fill the outstanding gaps. He observed that different partners were already taking steps to follow-up on certain activities.

#### **Zissimos Vergos- EU Delegation in Barbados**

Mr. Vergos while acknowledging the important role of the EU as a significant benefactor to the region, noted the challenges facing the food and agriculture sector and in particular the Caribbean's lack of use of marketing information to improve the performance in the sector. He emphasized the need for risk management leading to better organization of markets as a main challenge to be tackled. He indicated that the EU would use the lessons learnt to inform future activities

#### **Lennox Chandler – Permanent Secretary Agriculture Barbados**

Mr. Chandler affirmed the interest of his government to focus on revitalization of the agricultural sector in Barbados as a key variable for turning around the economy. Government was fully aware of the importance of agriculture and was now laying the foundation for future development. Central to this new thrust is the goal of food security which includes the production of Cassava flour for food and livestock feed. Other initiatives were to include;

- Tractor cultivation scheme and national mulch laying project
- working with CARDI to engage research on cassava
- Youth in agriculture and tourism development-heritage tourism

## **2.2 DAY 1- Technical Sessions**

The technical sessions on day 1 of the workshop were arranged in 4 sets. The summaries of presentations in each session are provided below as follows;

### **2.2.1 Session 1- The AAACP Expected and Actual Results, Overview of Approach used (By Programme Coordination Unit)**

#### **Summary Presentation**

##### ***Programme objectives***

The programme aims to reduce poverty in ACP countries by increasing the revenue of traditional and non-traditional commodity producers, and by raising the resilience of countries and producers to the volatility of commodity prices.



The programme focuses on building the capacity of National Commodity Chain Stakeholders to cope with these and other challenges affecting commodities by facilitating the development and implementation of effective commodity chain strategies and action plans.

**Basic Facts about the Programme**

The duration of the Programme is four (4) years (September 2007 to December 2011). The Overall Budget is € 45 M, of which € 15 M was earmarked in support of EU-Africa Partnership on Cotton. The AAACP is a pilot programme covering all six ACP regions (Pacific, Caribbean, Central Africa, West Africa, Eastern & Southern Africa (ESA)). The funds were disbursed in two tranches through 5 Partner International Organisations/ Implementing Agencies

Problem Areas to be Addressed	Proposed Actions
Dependency	Promote value-addition and diversification
Absence of strategies	Encourage development of participatory strategies (or adherence to existing ones)
Smallholders are poorly organized	Support capacity-building of Producer Organisations
Poor market functioning and imperfect information	Enhance market functioning & improve information flows
Limited access to market based risk management tools	Facilitate interest in and access to Risk Management tools

**Expected Results of the Programme**

The expected results of the programme were as follows;

Result 1 (R1) -Commodity chain stakeholders have the capacity to develop, adapt & implement sustainable strategies.

Result 2 (R2) -Strategic priorities are effectively implemented (R2).

Result 3 (R3) -Market-based Risk Management instruments are introduced and their use increased.

Result 4 (R4)- Complementarities and synergies of partner IOs and other programme partners are harnessed to the benefit of ACP stakeholders.

**Collaboration between International Organizations/Implementing Agencies**

Programme Thrust	Leading Int'l Org	Other IOs involved
R1: Development of commodity strategies	ITC	FAO, UNCTAD, WB
R2: Improved access to, and use of markets, production factors & services	CFC (WRS, Certification) FAO (CB of POs) UNCTAD (WRS, MIS)	
R2: Value chain diversification	WB - SDN	FAO, ITC
R3: Improved access to market based risk mgt tools	WB - ARMT	FAO, UNCTAD, CFC



### ***Approaches used to implement the programme***

The approaches used in implementing the programme were:

- Adopting a participatory approach which emphasizes broad Stakeholders' involvement in undertaking value chain diagnosis and sectoral strategy formulation for commodities aimed at meeting the identified needs. In this way the programme developed a coherent set of complementary interventions which were aligned with the priorities of the country/region, and drawing on the competences of the implementing agencies
- Involving the ACP regions in programme monitoring through the Project Steering Committee (PSC) and Regional Focal Point (FP)
- Selection Criteria which included;
- Relevance of the proposed activity for poverty alleviation
- Alignment of proposed activity on regional/national priorities
- Replicability of the activity in the region and other ACP regions
- Emphasis on Institutional strengthening and capacity building
- Link with other programme partners & Sustainability

### ***Portfolio of the Caribbean Region***

The Caribbean was allocated 3.8 million of which a total of 3.6 Million was spent as of June 2011. This allocated was distributed among 26 interventions as follows;

- ✓ Food crops-2.5 M
- ✓ Tree crops- 0.4 M
- ✓ Cross sectoral 0.9M

### ***Results Achieved***

Result 1 (R 1)-Strategies developed in the Caribbean Region were focused on two countries as follows:

1. Jamaica -Agriculture sector strategy F&V, H&S, R&T (March 2010)
2. Grenada -Nutmeg & mace sector strategy (October 2009)

In this regard the strategy development process involved the following activities;

- Baseline information gathering & validation
- Value chain diagnoses
- Sector development strategy design
- Preparation of the Implementation Plan
- Setting up of Strategy Coordinating Committees



Result 2 (R2) - Strategy Implementation revolved around the following activities;

- a) Support to producer organisations (Support to CaFAN and national farmer organisations in respect of coordination and professionalization of those organizations)
- b) Improved production & marketing (Support to cocoa/coffee in Haiti; R&T crop industry; Vegetables & Herbs)
- c) Promote farmer-buyer linkages (Use of Business Model approach to consolidate the linkages between farmers, processors and industrial buyers)
- d) Product & market development (Market studies on Nutmeg (Grenada) and food crops (Jamaica); strategy coordination bodies established)

Result 2 (R2)- Improving functioning of agricultural markets concerned the following ;

- a) Information on Prices and Market Intelligence (AMIS; INFOSHARE);
- b) Commodity supply chain finance to improve farmers' access to credit
- c) Commodity Exchange

Result 3 (R3) – Innovative Financing and Risk Management (RM) concerned the following;

- a) Develop RM strategies to mitigate the impact of bad weather and price fluctuations:
  - Nutmeg (Grenada);
  - Fruits & Vegetables (Jamaica, Belize, Haiti)
- b) Policy Support on responses to food price volatility in Haiti:
  - Analysis of the rice price subsidy
  - Financial weather risk management strategy
- c) Feasibility Study for developing Market Based Agricultural. Risk Management (RM):
  - Weather risk mapping & RM transfer mechanisms (Jamaica)
  - Risk assessment & agricultural Insurance for rice and vegetable crops (Guyana)
- d) Capacity Transfer to the region:
  - Regional Symposium on Agriculture Risk Management
  - Training material for risk mitigation measures
  - Training program on risk mitigation agricultural practices



Result 4 (R4) – Collaboration, synergies & complementarities -The programme was coordinated through the following Mechanisms:

- The establishment of a Coordination Unit which acted as a “Process Facilitator” to ensure smooth and effective implementation of the AAACP
- The appointment of CARDI as Focal Point, to create awareness at regional and national level; mean-stream AAACP activities into CARDI programmes and provide technical advice and guidance
- The provision of strategic guidance by the Programme Steering Committee comprising representation from the ACP, EU, COS-Coton.
- The convening of Inter-Agency Mechanisms (IAM) meetings
- The implementation of Kick-Off Workshops, MTR and Dissemination Workshops

Other Complementary IO interventions which enhanced the programme included the following:

- The collaboration on Strategy development & implementation processes (food crops in Jamaica) between ITC, FAO & UNCTAD
- The collaboration between UNCTAD, ITC, FAO and the World Bank for the Grenada finance workshop. (July 2011).
- The collaboration between UNCTAD and FAO on the MIS and SCP workshop in the Caribbean (February 2011)
- WB-ARMT is coordinating work done, lessons learned and experiences with FAO, Caribbean Development Bank, CCRIF, CARDI, and CAFAN.
- Cooperation between CFC and FAO through ICB (Root Crops in the Caribbean; (CFC/FIGG/44)/FAO IGG on Grains)

### ***Overall Impacts of the Programme in the Caribbean***

The overall impacts of the AAACP in the Caribbean region included the following;

- Strategy development was instrumental in attracting additional funding for the Agro-food sector in Jamaica notably from the USAID and IADB. Similarly for Grenada, the UNDP has committed additional resources. Under the EDF funding sourced from NIPs & RIPs are being targeted to improve aspects of commodity chain development. The CFC has committed its own funding towards the project for Improved Production & Marketing: Of the total cost of € 2.3 million, 1/3 is provided by the AAACP and the remaining 2/3 by CFC)
- The Support to CaFAN enhanced and strengthened its relationships with other institutions notably FAO, CTA, CARDI, CARICOM and others.
- The empowerment of the coordination committees in the countries, facilitated implementation and contributed to sustainability
- The development of Business models strengthened farmer/buyer linkages in Jamaica, Guyana, Grenada, St. V&G



### **Shortcomings and outstanding gaps in the Programme**

- The absence of standards holds back the private sector from focusing on benchmark standards in order to compete with imports
- There was need for a greater coordinated planning process to ensure that programmed results and activities are defined following the same intervention logic
- More support in the area of market development is required to deepen the integration of smallholders in markets.
- There is a need for the Sharing of learning and cementing knowledge gained in Risk Management as well as to Up-scale pilots

### **Main Comments**

The following were the main comments made by participants

- There was no mention of other institutions notably CARICOM and IICA which had been closely involved with the programme
- That a critical issues still remaining to be resolved is the provision of resources to bridge the divide between farmers' production and the marketing of such products
- With the Project now coming to an end, how will the developments already underway are to be incorporated into CARICOM Programme? Whether the programme had taken into account the other initiatives being implemented in the sector
- CARICOM Action plan for agriculture going forward, will include; policy development; market led research; small farmer production and food security; risk management; control of praedial larceny; bio-safety and agro-biotechnology and agro-tourism.
- There is also the challenge to meet the required quality standards for exports which seem to be more onerous than those regulating imports.

### **2.2.2 Session 2- Case Stories**

#### **Summary of presentations**

1. **AGRO-FOOD SECTOR- JAMAICA- JAMAICA AGRICULTURE SUB-SECTOR STRATEGY FOR FRUITS & VEGETABLES ROOTS & TUBERS HERBS & SPICE-Mr. Vitus Evans- Chairman Coordinating Committee**
  - a) The Jamaica Agriculture Sector Strategy F&V, H&S, R&T was completed since March 2010.
  - b) The Strategy Implementation committee is in place and fully functional.
  - c) A participatory process was adopted in the development of the strategy as well as in the continuing process of strategy implementation. The major organisations involved are; Ministry of Agriculture and Fisheries; Christiana Potato Growers Cooperative Association; JAMPRO/JTI; Jamaica Exporters Association; Jamaica Perishables Ltd/Tops Tea; Scientific Research Council; Jamaica Shipping Company.



- d) This was the first time this methodology was being utilized within the Agriculture Sector. A series of workshops were organized to develop the strategy which included farmers, government institutions, private sector organizations and was market led.
- e) The strategy and strategy elements are aligned to existing programmes and plans including the 20/30 Vision Plan for Agriculture. The National Export Strategy; Vision 2030 National Development Plan; National Export Strategy; Programmes within the Ministry of Agriculture and Fisheries; EU Funded CFC/CARDI – Roots and Tubers and Protected Agriculture; Rural Economic Development Initiative (REDI/JSIF); FOOD security priorities.
- f) The strategy is aligned around 6 objectives viz.
  - Objective 1. Public Private Coordination Mechanism
  - Objective 2. Increasing Supply and Demand Information
  - Objective 3. Increasing raw material supply
  - Objective 4. Providing access to low cost funding
  - Objective 5. Increase production of processed/value added items
  - Objective 6. Providing access to low cost high value planting materials
- g) Critical to the overall strategy is Objective. 5 which seek to establish agri-business centre models to optimize linkages between farms and markets. The role of the ABCs is to :
  - Operate at the community level, parish or island level
  - Consolidate supply and demand
  - Ensure value addition
  - Guarantee quality, volume and consistency of supply
  - Provide services to buyers
  - Gather market information
  - Assist in accessing financing

**Main Results to date**

1. Participatory : design and implementation of strategy
2. The Jamaica Agriculture Sub-sector Strategy for F & V, H & S and R & T is now accepted by the Ministries of Agriculture & Fisheries, the Ministry of Industry Investment and Commerce & Ministry of Finance and the Private Sector as a road map for development of the sub-sectors. (Private Public Partnership)
3. Broad Sector Public Awareness of priorities
4. Support to 6 agro-processing enterprises to become more efficient and facilitating more produce from farmers.
5. Colombia-Jamaica Bi-lateral Technical Assistance Programme developed
6. Agribusiness center feasibility study developed



### **Lessons Learnt**

The critical importance of the participatory approach which ensures buy -in and coordination of implementation

### **Outstanding GAPS**

1. Realignment of existing programmes and building partnerships in order to drive implementation of the strategy.
2. To secure funding to implement a commercially driven agribusiness centre slated to cost some 3.8 million Euros.

## **2. NUTMEG AND MACE DEVELOPMENT STRATEGY FOR GRENADA**

### Dr. Guido Marcelle

- a) The vision for the Grenada nutmeg and mace industry is to be a world leading Industry by 2015 recognized for its top quality Nutmeg, Mace and value added products contributing to the sustainable livelihood of the People of Grenada
- b) All of the AAACP partners supported and contributed to the Nutmeg Sector Strategy Development and implementation together with the Government of Grenada, the Stakeholders key institutions and development partners in Grenada.
- c) The industry which was devastated by hurricanes in 2004 & 2005 has socio-economic, cultural and historic significance for Grenada .The industry provides livelihoods for 1/3 of the population , earns valuable foreign exchange and develops linkages with the rest of the economy. The impacts of the industry can be estimated from the relative declines in earnings pre –Hurricane in 2004 ( EC 60 million) and post hurricane 2005 (EC3 million).The resultant fall- off of supplies, led to high international prices for the commodity thereby underscoring Grenada’s position as a significant player in the trade.

The Nutmeg and mace strategy objectives are as follows;

1. Reinforce access to Market Information to enable better decision-making for the Sector
2. Reinforce capacity in G.C.N.A. to better compete and develop the Nutmeg Industry in Grenada
3. Increase quality and quantity of nutmeg and mace collected and supplied to G.C.N.A.
4. Improve access to finance for all stakeholders to facilitate sector operations and manage risk
5. Improve cross Ministry co-ordination and public/private partnerships for better policy-making
6. Ensure the long term sustainability of the Nutmeg Industry in Grenada

### **Results**

- a) All the AAACP implementing partners were supporting the strategy development and worked with the committee to implement it
- b) Many partners outside AAACP also supported the strategy and are currently implementing areas with committee



- c) Buy in of all actors including private sector, farmers and government
- d) During 2010 the interventions under the strategy helped to grow Grenada's production from 250 to 450 Mts: by collecting more and by offering incentives to growers.
- e) For 2011 and 2012 the aim is to increase production to 500 and 1,000 Mts respectively by clearing fields and improve accessibility
- f) For the period 2012 to 2020 the plan is to increase production to the previously attained level of 2,000 Mts, by reorganising cropping and replanting strategies
- g) Farmers delivering nutmegs has increased to 2500
- h) Replanting levels increased, averaging about 15,000 plants a year – over 500 acres replanted in nutmeg
- i) \$EC600,000 injected monthly into the economy
- j) Increase in the numbers of farmers returning to replanting and production
- k) Nutmeg now a high priority for Government; Donors are interested in supporting implementation; Greater interest now being shown in the sector by financial institutions; Greater interest by various agencies to incorporate risk management for the sector

#### **Key success factors**

- a) The Strategy process and implementation is PARTICIPATORY, market driven and lead by GRENADIAN STAKEHOLDERS
- b) The strategy is being championed by the Prime Minister and the Cabinet
- c) A strong Coordinating committee is in place with wide based membership to oversee the design and implementation processes. There is also an overall coordinating committee as well as task forces for each strategy objective.

#### **Learnt Lessons**

Participatory Development, real impact, and stakeholder capacity building takes time – 4 year programme is too short

We have a history of doing things in a traditional way (donor-driven and sometimes government driven). This time we have tried to do it in a non-traditional way and this is stakeholder driven

Government and the donors are facilitators while the private sector inclusive of the farmers is the driver of the strategy

#### **Sustainability**

The sustainability of the programme rests on the following premises;

- That Government is committed to supporting the continued working of the Committee
- Government will continue to give high priority to the Nutmeg and Spice Sector including budget allocation
- Government will Facilitate the mobilization of financing for the implementation of the Strategy



### 3. **ROOTS AND TUBERS – TTABA AND CFC COLLABORATION- TRINIDAD AND TOBAGO**

#### Ms Vermaran Extavour

TTABA was established in May 2006 by private sector agri-business stakeholders with government's support to accelerate national economic and social development. TTABA is not owned by private shareholders but through its current 33 member associations drawn on every level of the agri-business sector. TTABA cannot disburse dividends/profits to individual members. TTABA's membership and 13-member board of directors are comprised of representatives from consumers association, farmers associations, supermarket associations, agro-processors, the THA as well as other stakeholders in agribusiness.

- TTABA's core business is the provision of High quality agro-processing services and commodity /industry value-chain development services
- Value added products being developed and marketed by TTABA include the following;
  - Frozen cassava and sweet potato fries
  - Frozen sweet potato and cassava cubes, chunks, wedges and scallops
  - Root crop/staple dough, meal and flour
  - Extruded roots and staple finger foods (plain and filled with vegetables or meats)
  - Multi-product staple/roots chilled and frozen pack
  - Cassava, sweet potato and pumpkin baked products
- CFC project support to value added root crop production in TT through TTTABA include the following;
  - Purchase of a commercial washer/peeler for sweet potato and cassava
  - Improving Quality Management System (Assessment of current quality status; Development of Quality Management System; Training; HACCP; GMP)
  - Establishing Research Centre and tissue culture hardening facility

#### **Results**

Through the support of the CFC project TTABA has been able to achieve the following;

- Value added products from cassava and sweet potatoes successfully introduced in the market
- Facility for increased throughput for washing and peeling raw materials
- Hardening facility for tissue culture planting material to enhance supply of quality planting materials to farmers;
- CFC contribution include- training along commodity chain; training in GAP for sweet potatoes
- Increased demand from schools feeding programme which has requested 30,000 lbs /month for schools feeding programme
- Sweet potato- washing capacity now 5000lbs per week - sweet potato fries are now being sold in 8 KFC stores



- Research and Development work is being undertaken to develop cassava as a finger food.
- Quality management- benefit from CFC consultant to develop QMS (develop road map; training; HACCP; GMP)

### **Remaining Gaps**

The following are limitations which restrict the development of value added products from roots and tubers and their economic marketing;

- The -need to increase capacity of production lines
- The need for continued RD in the area of product development
- Implementation of QMS to enhance quality
- Problems of inconsistent in the supply of raw materials

### **Main comments from the panel Discussion**

1. TTABA does not have a crop Insurance programme for its farmers/suppliers. However there is focus on farmer training to mitigate risks
2. Quality and quality standards are factors affecting root crop production. In this regards the EU/CFC wishes to develop a network of tissue culture facilities in the region in order to improve the distribution of quality plant material.
3. TTABA is being supported by the government of Trinidad and Tobago and therefore has added comparative advantages as a result of the availability of cheap subsidized energy and government financial contribution. Against this background there is some concern about the possibility for replicating the TTABA model in other countries. The possibility of a central processing centre for the Caribbean region was mooted but considerations of the cost of transporting material across the region poses a considerable constraint. Notwithstanding there is scope for collaboration between the countries to avoid duplication of efforts. A case in point is the Barbados plan to produce cassava flour, a process which has already been tried in the region. There is research and development information that can be drawn upon to facilitate this initiative. In the context of developing cross border investments, there was a suggestion that Barbados might wish to consider producing the raw material requirements of cassava in Guyana where land and other conditions are adequate for economic scale production.
4. While focus is being placed on sweet potatoes, whether there has been sufficient investigation on the regions capacity to grow white potatoes. It was observed that white potatoes were being successfully produced in a few countries in the region and that there are opportunities for the region to benefit from technology transfer from Colombia to enhance local production. In this regard it was noted that the CFC/CARDI facility was not currently available for white potato planting material.
5. CARDI/CFC is investing in tissue culture facilities to supply regional needs for acceptable varieties. A quality lab is being established in Barbados to ensure that varieties are screened before introduction and multiplication. Work was being done to preserve local varieties with some 46 varieties being included under the CAPRINET programme.



6. A request was made for more information to be available on the Agribusiness centre feasibility study conducted in Jamaica which information can be shared

### ***CARICOM's Comments***

The Concepts for improving the regions production is to encourage integration in order to achieve economies of scale. These could be facilitated through Cross border investments; value addition; building sectoral linkages ; enhanced intra-regional trade; Improving quality standards among farmers; promoting cross horizontal cooperation eg. Farmer exchanges

## **2.2.3 SESSION 3- CAPACITY BUILDING OF PRODUCER ORGANIZATIONS**

### **Summary of Presentations**

#### **1. USE OF ESTABLISHED PEERS TO TRAIN PRODUCERS : THE CASE OF CAFAN**

Mr. Jethro Greene-Chief Coordinator

The main purpose of the EU AAACP support to CaFAN was to strengthen CaFAN's business model and improve its capacities to provide technical, marketing and management services to members to improve their linkages to buyers. Support included the signing of five Letters of Agreement (LoAs) for the CaFAN network, including LoAs to CaFAN Members namely:

- NEFO, Grenada (2 LoAs)
- GAPA/KKFCLA, Guyana (2 LoAs)
- CPGCA, Jamaica (3 LoAs)
- ECTAD, St. Vincent and the Grenadines (3 LoAs)

Additional technical support provided by FAO (Rome and regional GTFS project. Additional financial support was provided by CARICOM and CTA

### ***Activities implemented under the programme***

Activities implemented under the programme included the following;

- a) Regional workshops and training- CaFAN conducted five regional workshops and trainings under the project as follows:
  - Strengthening the capacity of farmer organisations to respond to trends in agriculture market – November 2008
  - Production and Marketing Coordination for Roots and Tubers – January 2010
  - Agribusiness management for farmer organisations within the Caribbean – July 2010
  - Regional production and marketing coordination and grower-buyer meeting (with CARICOM and CTA)
  - EU AAACP Final Lessons Learnt Workshop for the Caribbean – September, 2
- b) Business model descriptions and development of upgrading strategies for FOs



- c) National training of farmers in good agricultural practices and marketing, buyer-grower meetings, study tours and demonstration plots
- d) Capacity building of FOs, on the job training in ICT, financial management, leadership, and database management
- e) Support to regional coordination, networking and information exchange
- f) Market visits to the UK and trade fairs in Europe supported by the FAO GTFS and CTA
- g) On- going: impact assessment and synthesis report with recommendation for up-scaling and follow-up

### **Results obtained**

The main results of the programme interventions can be summarized as follows:

- Exposure to production techniques in a focused manner led to higher yields and improved incomes for farmers. Greater collaboration among farmers helped to reduce labour costs through labour swap, especially in St. Vincent and Grenada
- The development of a production database led to Improved production planning and forecasting
- The Exposure of farmers to post harvest training resulted in reduced post harvest losses and a better understanding of sorting and grading for the market as well as improved quality of produce taken to market
- Training of trainers allowed for greater farmer to farmer interaction, information sharing and the building of trust
- Buyer-grower interactions/dialogue led to a better understanding by farmers of the requirements of buyers and buyers, of constraints that farmers face .Improved market negotiation skills resulted in farmers now being able to negotiate for better prices for produce sold to various market segments. In the case of NEFO, the group is directly negotiating with new market segments
- Better understanding of market segments, pricing and grading have led to farmers in CPGCA to sort, grade, pack and label produce for various market segments, and use a system of differential pricing for profit maximization
- Improved capacity of farmers organizations have led to better approaches to managing operations, leadership, communication, networking, staffing, hosting of more regular meetings, adopting a more participatory approach and increased use of ICTs.
- Advocacy and lobbying have been strengthened among the FO who received the training. For example, the Ministry of Agriculture is more engaging of the FO in their agriculture budgets.

### **Impacts on farmers' organizations**

The main impacts on the farmers' organization are visible through:

- Increased incomes for farmers -New market segments being accessed by farmers; improved quality and presentation of fresh produce; Better understanding and trust between farmers and buyers and Increased confidence of farmers in interacting with various categories of buyers



- Increased networking among CaFAN's membership
- Increased use of ICTs for communication with membership and Spread in membership to all 15 CARICOM countries. Membership has increased from 20 member organizations in 2008 to 24 in 2011. There is Increased confidence in CaFAN to build capacity of farmers throughout the Region as well as in building of greater partnerships between CaFAN and stakeholders at the national level
- Increased policy advocacy and participation in policy processes at the regional level (CAP and RPFNS) have resulted in Greater confidence of donors in CaFAN to implement projects and improved contacts to established donors and international partners

### ***Learnt Lessons***

- Targeted and focused training brings results. "Training the trainers" is a great tool for replication and ensuring sustainability of interventions
- Training in production must be coupled with training in post harvest and marketing so that farmers can have a better appreciation of the entire supply chain
- Interaction between buyers and sellers are important and will yield positive results for both players when coupled with the proper and targeted capacity building interventions
- Participatory methodologies for leadership and management training has helped foster greater cooperation among members
- Direct capacity building and support to FOs for improved services provision to members increase the impact of project interventions
- Government policies and programmes developed with the contribution by experienced FOs have a greater potential to yield positive results and a supportive policy environment and institutions are critical to ensure the success of interventions

### ***Sustainability issues***

- CaFAN has been strengthening itself and FOs to continue to support their members. In this regard the development of a strategic plan to guide operations of CaFAN over the next 5 years and place the network on a path of sustainability is being developed.
- For national FOs, raising funds to implement business model upgrading strategies developed under the project is an imperative, while continuing to work with Governments and other partners to ensure replication of interventions and strengthening of FOs.

### ***Gaps /future support required***

The following have been identified as gaps existing or areas to be supported in the future;

- Greater use of ICTs in networking, communication, production planning, etc. that are accessible and affordable to the farmer need to be explored



- Greater work with FOs and farmers in market development, analysis branding is needed to develop markets for regional produce
- The building of model farms where FOs can disseminate technologies to their members
- Building technical and professional capacities of FOs
- Greater research and development of practical and Caribbean relevant value chain financing tools with national and regional institutions
- Greater research and development of low cost technologies for value addition for roots and tubers to maximize farmer incomes
- Support greater information exchange within the Region and more work required on synchronizing efforts of Government and donors interventions.

## **2. FARMER ORGANISATION CAPACITY BUILDING IN THE PACIFIC**

MR. TIM MARTYN -SECRETARIAT OF THE PACIFIC COMMUNITY

### ***Features of the Pacific Region***

The south Pacific (SPC) region comprises some 26 island members; 14 of these are ACP countries

These ACP Countries have many features that are similar with the Caribbean region viz;

- Similar scale issues and distance from markets
- Similar opportunities in tourism sector
- Production and marketing infrastructure issues
- Sector dominated by small-producers with poor market linkages
- Little extension or marketing support from Government
- Insecure land tenure and poor access to credit

There are many farmers' organizations existing such as the Melanesian Farmer First Network, Samoan Farmers Association among others. The AAACP focused on the Fruit and Vegetable sector and the interventions were linked to the sector strategies in Samoa, Fiji and Solomon Islands. The main interventions were as follows:

- Agribusiness strategic management of farmer organizations (The need to 'professionalise' farmer organizations identified;The need to better integrate into the agribusiness sector by strengthening producer-buyer linkages also identified)
- Supply management tools to improve smallholders value addition skills and supply to the agribusiness sector (Improving the quality, reliability and efficiency of supply from FOs to the formal agribusiness sector;Improving capacity to provide assistance on farm planning, post-harvest handling, logistics etc to small holders add value to their activities on or to close to the farm)



### **Results and impacts**

- FO's assisted to develop business models by undertaking analytical and planning exercises
- Developed five year plans for marketing and membership growth
- Production and export trials
- Production and marketing training manuals prepared
- Field training days at model farms, research stations and processors
- Access to improved seedlings and established nurseries
- Loan guarantees for farmers arranged
- South-South training:
- Buyers in tourist sector (hotels and restaurants) identified
- Export and domestic market supply trials established

### **Remaining Gaps and Challenges**

In Samoa the implementation of F and V strategy was delayed and in Fiji the Fruit and Vegetable strategy was never fully developed. In Solomons the strategy covered just one product, coconuts. The level of commercial Fruit and Vegetable production in target countries is low and there is Lack of market demand and supply information.

## **2.2.4 SESSION4- PANEL DISCUSSION ON ENHANCING THE FUNCTIONING OF AGRICULTURAL COMMODITIES MARKET**

### **Summary of Presentations**

#### **1. DOMINICAN REPUBLIC COMMODITY EXCHANGE**

Yvonne Garcia – Manager, BOLSAGRO

The only commodity exchange in the Caribbean was created in the Dominican Republic in 1997. The Agricultural Exchange (BOLSAGRO) is a non- profit organization and aims to facilitate and ensure efficiency in the commercialization of agricultural products, inputs, and services for the national farming sector.

#### **Benefits under the AAACP**

Through collaboration with UNCTAD, BOLSAGRO has enhanced its functionality in the areas of price determination; training of brokers and farmers; strengthening of warehousing system; improved dialogue with regulatory agencies and developing discipline in the physical market. Bolsagro and JAD have signed a contract with Orange to provide daily prices to farmers. A key input into the Commodity exchange is the MIS which allows the determination of daily commodity prices .Small producers are informed about prices via cell phones and this improves their ability to market products at the going market prices.

#### **Gaps remaining and challenges**

- The creation of a national electronic platform in Dominican Republic.
- Capacity building on the use of the platform.
- Linkages to other Exchanges in the region to enhance intra-regional trade.



## 2. **JAMAICA COMMODITY EXCHANGE**-Dr. Deslandes- Ministry of Agriculture and Fisheries-

In the context of the AAACP project, the Ministry of Agriculture has been working closely with UNCTAD to look at two different options/approaches for the creation of a commodity exchange in Jamaica, and establishment of regional linkages.

### **Option 1- Strengthening of warehousing system**

In this system the farmer deposits his product in an approved warehouse and a receipt is created. The warehouse receipt is (electronically) transferred to the exchange and auctioned off. The farmers produce is sold to the highest bidder and the farmer is paid.

The necessary conditions for this system are as follows;

- The exchange either owns warehouses, or approves them
- Standardization of quality descriptions into specific grades, and
- Standardization of the documentation

### **Option 2- Bringing commodities to JSE**

- The Jamaican Stock Exchange (JSE) started operations in 1969.
- In November 2011, JSE will migrate to a new electronic platform which will allow it to trade in commodities
- The modalities of operating under such a system are being developed
- The possibilities for linking into regional exchanges is also being explored

### **Present status**

The Jamaica agricultural marketing information system (JAMIS) is still under development and is not yet at the point of determining daily prices of commodities. This is partially due to the lack of a well developed wholesale marketing network in the country. Unlike the NAMIS in Trinidad and Tobago, prices are collected from several points and can only be determined on a weekly basis. Consequently in Jamaica is often quite difficult to match prices and quantities in the existing system.

The dynamics of marketing to hotels which is a significant market for farmers produce has also changed. The larger hotels are buying in greater volumes and are therefore coordinating purchasing arrangements among chain members. They demand greater volumes (not necessarily of the highest quality as they seek to compete on price). There is therefore a constant downward push on prices especially in all inclusive models. To address this challenge the MAF has been developing two tracks for marketing farmers produce viz.;

- Developing commercial packing centres (built by Government; operated by private sector) ,a total of 4 such centres are planned. In these packing centres, farmers sell on contract to the centre which can contract with the larger hotels that are bidding for supplies. In the hotel sector the payment period is 90 days. The current operating pack house is located in the parish of St. Elizabeth and is being operated by Grace Kennedy Limited. This company takes the risk with hotels.
- The development of farmers' market network to supply the smaller hotel



### ***Major gaps and challenges***

- A major challenge is to develop a wholesale market structure and to organize farmers into these markets
- Prices are being provided on a weekly basis
- There are challenges in getting information to farmers and a pilot project using farmers cell phones is being undertaken A website has been developed for JAMIS

### **3. REGIONAL MARKET INFORMATION SYSTEMS FOR SMALL ISLAND ECONOMIES: INFOSHARE EXPERIENCE**

#### **MR. ANDREI KRYLOV-UNCTAD**

During the Regional KOW, the following were identified as the main areas of need with respect to market information;

- Weak information and marketing systems
- Need for access to technological information
- Establishment of a comprehensive regional or sub-regional market information service to enable market-driven production
- Strengthen regional market information system. The program should built on existing systems for a simple usable marketing system

#### ***UNCTAD's intervention***

In order to address the above needs UNCTAD's undertook a number of activities as under;

- September 2008. Field work (in collaboration with the Trinidad and Tobago Agribusiness Association (TTABA) and the Guyana Agribusiness Association (GABA) leading to the production of the Caribbean Market Report
- During April 2009 a fully-fledged project document was developed based on the inputs of an UNCTAD consultant.
- During July 2010 a field mission to Guyana (NewGMC) and Trinidad and Tobago (NAMDEVCO) was undertaken and this marked the beginning of collaboration with the CARICOM Secretariat.
- During December 2010 UNCTAD made a presentation of the prototype of INFOSHARE to the MIOA regular meeting, which was being held in Port-of-Spain, Trinidad and Tobago
- During February 2011 a joint UNCTAD/CARICOM/CARDI workshop on the establishment of the sub-regional AMIS, was convened in Port-of-Spain, Trinidad and Tobago

The INFOSHARE system is a flexible database system for gathering and sharing information on commodity prices (including farm, export and import prices). It can also include data on intermediate costs such as transportation and storage, as well as information on national quality standards. It is an open system accessible to anyone over the Internet and partly restricted to partners who provide data to the system. This system is being promoted for the ACP and covers core products such as bananas, pawpaw, mango, watermelon, jack-fruit, lemon, lime, peanut, pineapple, chestnut, root-crops, others . Products are organized in 2 levels: the product group and the product name.



The INFOSHARE structure supports a number of interfaces including import of external MIS data, Android mobile phone interface; Report generation; Document management; exchange rate service; SMS on request mode ;SMS on send mode.

INFOSHARE is already being customized through a pilot version implemented in Cameroon (the system is serving some 55,000 farmers with over 50 collection points and 2 products are covered). Additionally, two sub-regional AMIS have been developed for Caribbean and Pacific regions as well as a module for importing data from the existing MIS. The system has possibility for use at the national level and can be configured for multi-language.

### ***Remaining Gaps***

- The adoption of the INFOSHARE prototype now awaits a decision of CARICOM
- The CARICOM Secretariat would have to formulate a further strategy in the area and contact UNCTAD for a possible TC project.
- Additional support is needed to assist the development of MIS at the national and regional levels.

### ***Main comments from the panel discussion***

1. The development of an MIS platform for the region is a foregone conclusion but the questions as to how and when this will be done remain to be addressed.
2. There is an urgent need to prepare a proposal for funding of an MIS system, the goal being to construct a system that is workable, sustainable and efficient.; this considering the challenges encountered in past efforts and the inefficiencies of information gathering and dissemination in many of the countries
3. There are many issues to be addressed in order to enhance the development of effective commodity exchanges in the region. Issues of capacity building, food storage and risk management, seed and germ-plasm banks; provision of price information are but some of the ingredients required. For a commodity futures exchange in particular the appropriate enabling framework, effective ongoing regulatory oversight and a commitment by government to respect the market pricing mechanism are key considerations.
4. Jamaica needs to develop its wholesale marketing structure in order to be able to collect prices on a daily basis as well as for monitoring of input prices and produce buyers
5. There is a view that more South /south exchange would be desirable to help derive a suitable MIS model for the region



## 2.3 DAY 2

### 2.3.1 SESSION 5 - RISK MANAGEMENT AND INNOVATION

#### Summary Presentations

1. Weather Risk Management- Regional Weather Risk Management Strategy for the Caribbean Region-Kervin Stephenson –IICA

#### Overview

The renewed interest in agricultural insurance emanated from the “Jagdeo Initiative” in which Limited investment in agriculture and Deficient and fragmented disaster risk management in agriculture were identified as binding constraints to regional agriculture development. The Caribbean is the second most prone region to natural hazards. Annual losses due to disasters are often in excess of US \$3 billion and on occasions, selected countries losses can account for as much as 65% of GDP (Grenada and Jamaica). Predictions are that increased hurricane activities and flooding are expected in the future.

This renewed focus on agriculture insurance was endorsed in a region symposium held during 2010 and in which the following resolutions were made.

- The establishment of a Regional Program for disaster risk management for the agricultural sector in the Caribbean.
- The design and implementation of a regional catastrophic risk facility for agricultural insurance in the region.
- That governmental support be provided to existing private sector insurance and reinsurance entities in the Caribbean utilizing the experiences gained in the present initiatives such as WINCROP and CCRIF.

There are many challenges to developing an agricultural risk management strategy for the Caribbean. These include;

- Inadequacy of risk mitigation measures
- Inefficient traditional techniques for crop diversification
- Unavailability of high yielding drought resistant varieties.
- Inadequate use of modern risk transfer instruments and coping mechanisms which are largely unplanned.
- Governments do not have the information on quantification of risks and their real impacts on the economies and
- Lack of an enabling environment and institutional framework to facilitate risk management.
- Limited capacity in the public and private domains for undertaking risk assessments.

The opportunity for promoting risk management strategy in agriculture stems from the pivotal role of the sector in providing food security as well as its real contribution to GDP when the linkages and multi-functionality of the sector are taken into consideration. In this context there is need to promote effective agricultural risk management as a fundamental means to reduce rural income volatility, contribute to poverty reduction and expand the economy.



Risk management entails both prevention and response and consists of three main components viz;

- Risk mitigation – prevention and preparedness- (information gather, reduction of risk exposure, early warning systems)
- Risk transfer- (agricultural insurance, CAT Bonds, natural disaster funds)
- Risk coping-( diversification of production, flexible enterprises)

Risk management strategies must be based on sound scientific data as they relate to crop/livestock suitability, land capability, delineation of agro ecological zones, weather data and market arrangements. Risk management must precede Insurance mechanisms to ensure affordability and widespread use.

### **Strategy Objective**

The overall objective of the strategy will be to present a systematic and logical roadmap for the implementation of actions aimed at addressing agricultural weather risks at the regional, national and community level through effective and efficient programmes of Mitigation, Risk Transfer and Coordinated response for coping to natural, technological and man-made hazards. These efforts should be parallel and complimentary to measures to mitigate the effects of climate change on the sector

The specific objectives are to;

- To enhance the institutional framework including the legislative framework and related information and infrastructure to ensure an effective mechanism and programme for agricultural risk management (ARM).
- To enhance the mitigation, preparedness, and response capacity and mechanism for risk management in the agriculture sector in Member States as well as at the Regional level
- To support the development and promotion of coordination with IO and CARICOM

The Strategy will be based on information gathered from a number of sources including:

- The wide cross section of Agro -businesses with respect to their capacity to implement best practices; risk management culture and attitude; degree of risk awareness and affordability
- Agricultural risk assessment on 4 components (*hazard analysis ;exposure analysis and vulnerability analysis; Risk Prioritization and Probabilistic Agricultural risk Modelling ;Cost Benefit Analysis and Designing effective and appropriate management systems for implementation and control of these processes* )

### **Requirements for developing agriculture risk management.**

In order to enhance the **institutional framework** for weather risk management, the following needs have been identified;

- Improve Data management
- Meteorological data archiving;
- Weather and climate forecasting and monitoring systems; and
- Packaging and transfer of data to end users for decision making.



- Crop/Animal suitability and capability
- Market arrangements
- Regulatory and supervisory framework
- Enhance coordination amongst Ministries
- Building codes
- Land Use
- Program administration and manage

To enhance the **technical capacity** of all stakeholders for weather risk management technical expertise is required to;

- Promoting technical and physical risk mitigation;
- Development of agricultural risk management protocols and resource facility;
- Improving national capacities for hurricane related disaster prevention and mitigation, preparedness and response in the agricultural sector;
- Enhancing national and regional capacities for the conduct of Disaster Damage Assessment and the Design of Rehabilitation/Reconstruction Plans for the Agricultural Sector;
- Information and Communication with respect to;
  - Standardization of existing educational and training materials for agricultural risk management;
  - Establishing strategy and curriculum for building a culture of safety in the region;
  - Developing agricultural risk management tool kit for farmers in the region; and
  - Developing and implementing communication/public awareness programmes, using local media including the GIS and the Agricultural Communication Unit targeted to farmers.
- To enhance the **Coordination amongst IOs and CARICOM** for weather risk management information and communication must be improved by developing and implementing mechanisms to enhance coordination as well as to mobilize resources to build and compliment activities of IO's
- To enhance programme governance and administration, clear roles must be identified for the public and private sectors

## **RISK TRANSFER AND SHARING**

### ***Risk Financing Strategy***

The main objectives of such a strategy will be to:

- Identify the players and their potential contribution (value added) to risk financing;
- Determine the risk bearing capacity of the various players; and
- Identify the financial instruments that are most suitable to transfer the risks.



- Market
- Non Market

The Risk Financing Strategy will address critical issues as they relate to the role of the producers and insurers in risk financing, including:

Producer's issues:

- Lack of capacity to implement best practices;
- Lack of risk awareness;
- Lack of ability to pay for premiums; and
- Lack of a culture of risk management.

Insurers concerns:

- Lack of technical capacity to underwrite agricultural risks
- Lack of appropriate network
- Political will for a long term commitment to regional risk management discipline
- High transaction cost to provide traditional agricultural insurance; and
- Lack of weather information to establish Index Insurance

The support of the governments of the Region is critical in this context to address the identified issues of market failure, capacity constraints, the high administration costs and affordability.

Risk layering is a key element of any successful risk financing strategy. As such, the Plan of Action will pursue a layered risk transfer structure.

### ***Current initiatives***

#### **1. Climate Risk Adaptation and Insurance in the Caribbean**

The Pilot countries are: Guyana; Grenada; St. Lucia; Jamaica and Belize.

Objectives

- Providing Risk management Tools to help Vulnerable People adapt to weather extremes
- Unlocking Developmental Potential in the Caribbean
- Overcoming Barriers to managing and transferring weather related risks
- Providing access to new market segments and supporting sustainable development
- Transforming experience into policy



## **2. AGRICULTURE RISK MANAGEMENT IN THE CARIBBEAN - ACTIVITIES SUPPORTED BY EU AAACP IN JAMAICA ON AGRICULTURAL RISK MANAGEMENT**

### **CARLTON WEDDERBURN –MA**

At the request of the Ministry of Agriculture (MOA) the World Bank has been supporting the public and private sectors in Jamaica in the area of agriculture risk management. To this effect, the Agriculture Risk Management Team (ARMT) since 2008 has developed and completed 4 main activities as follows;

Financial Weather Risk Management Strategy for Jamaica for which the deliverables were:

- Financial Weather Risk Management Strategy Document for the Agriculture Sector (April 2009)
- Workshop with Stakeholders to discuss the Public and Private Sector Strategy for Managing Agriculture Weather Risks (Kingston, May 2009).

The Strategy Content includes the following;

- Identification of Major Weather Risks in Agriculture
- Weather Risks Layering
- Public Sector Role
- Catastrophic Insurance for small farmers
- Supporting the development of the insurance market
- Necessary Public Investments
- A Road Map for Implementation

### **Pre-feasibility study for small holder Risk Management in St. Elizabeth and Portland**

The study highlighted the following;

- Presence of small farmers in multi-cropping system facing high frequency of weather events (droughts and heavy winds).
- Farmers have already developed risk management, mitigation and coping strategies. i.e. mulching for humidity, depleting savings, borrowing from friends, sales of livestock.
- A transfer mechanism at farmer level for small producers is NOT realistic because of the frequency of events and the large basis risks associated with topography. Except for catastrophic risks.
- Livestock and savings play a central role in households risk management.
- Farmers are reluctant to pay insurance premiums.
- The role of an umbrella organization from public or private sector becomes then a requisite for the design of aggregate risk coverage.



### Feasibility Study for Blue Mountain Coffee Weather Insurance

The following have been achieved;

- Hazard vulnerability curves completed by CIB
- Wind exposure curves completed by modellers.
- Rainfall exposure curves have been produced
- Final report on Feasibility has been discussed with CIB.
- CIB has delayed the development of insurance due to re-structuring of the coffee industry.
- Coffee Price Risk Management

### ***Impacts of the programme***

- Farmer Registration has improved in the coffee sector
- Sub Division of Blue Mountain area based on parameters has been done
- Sensitization of stakeholders
- Insurance companies have showed interest in working with the industry players
- Financial institutions are more inclined to offer credit to coffee farmers
- Farmers are more aware of the need to have some risk transfer mechanism in place,
- Farmers are aware that insurance is not the only weather risk management strategy they can employ

### ***Gaps remaining***

- Cost of the product to the farmer has to be determined
- Insufficient number of weather stations and inadequate distribution of those existing
- Capacity building of local stakeholders to administer programme

### **3. BRANDING AGRICULTURAL COMMODITY CHAINS**

CHRIS DOCHERTY-CHAIRMAN, THE WEST INDIES SUGAR & TRADING COMPANY LTD; DIRECTOR, WINDWARD STRATEGIC

- Branding and supply chain management principles can be successfully applied to commodities This is seen with such products as fine flavoured cocoa, milk, cotton, essential oils, beef, sugar, premium bananas, just to name a few of the products that have been successfully branded . Branding in this context means that the product has attained intellectual property that distinguishes it from another. Physical similarity is not a barrier to adding commercial value through branding and basic agricultural commodities are no different than any other branded product
- Branding represents enormous commercial potential for developing country producers given the overwhelming dependence on agricultural commodities.



- Capacity constraints to branding are often exaggerated and can be circumvented through greater attention to developing marketing expertise, quality and standards, market issues and intelligence and adequate infrastructure
- The West Indies sugar and trading company has had success with the branding of Barbados sugar. Barbados lacks the economies of scale to compete with global producers. With limited opportunities for diversification, a new approach was needed for sugar as traditional and Fairtrade models are not commercially sustainable for Barbados sugar industry.
- A good better best approach is always optimal for branded products. Public relation is a key input in branding. While branding adds value to the product it is only one solution to structural issues and requires learning from trial and error
- Branding has successfully added value to Roots & Tubers in mature markets. There are a number of distinctive Caribbean commodities that have branding potential including; Logwood honey, sea island cotton, Grenada spices, hot pepper, coconut ,products, windward island bananas etc.

### **2.3.2 SESSION 6- BRIEF PRESENTATIONS BY DEVELOPING PARTNERS ON (I) THEIR OWN COMMODITY RELATED PROGRAMMES (II) LINKS WITH AAACP WORK,AND (III) AREAS OF INTEREST FOR POTENTIAL FOLLOW-UP BY THEIR ORGANISATIONS**

#### **Summary presentations**

##### **1. FACTORING/RECEIVABLE DISCOUNTING-**

Luther St. Ville - Operations Officer (Agriculture & Rural Development) Caribbean Development Bank

During the KOW participants identified the following as requirement to enhance marketing of products;

- Need to strengthen the linkages between agriculture and tourism.
- Long payment delays experienced by farmers supplying hotels and supermarkets.

The region had long recognized the need to develop financial instruments to support small farmers considering that Lines of credit through financial institutions are of limited value to many small farmers, who often have difficulty in meeting loan security requirements. Factoring/invoice discounting mechanisms can help reduce small farmer marketing risk and improve cash flow, thereby facilitating trade both locally and regionally.

Under the AAACP, UNCTAD undertook a mission to identify specific capacity-building needs in agricultural finance and establish linkages with potential partners. Their main findings supported the need to build regional capacity in the area of factoring/receivable discounting in support of trade in agriculture commodities. Consequently it was agreed that CDB and UNCTAD should collaborate in hosting a workshop.

Factoring is a Trade Finance Instrument involving 3 steps as follows;

- The Farmer makes a sale, delivers the product & receives an invoice from the Buyer.
- The Factor (the funding source) *buys the right to collect* on the invoice & pays the farmer immediately.
- The Factor collects payment on the invoice from the Buyer.



The workshop objectives were to;

- Raise awareness on factoring/receivable discounting.
- Enhance participants' capacity in developing factoring as a financing tool for small farmers.
- Introduce factoring/receivable discounting as an option for alleviating the financing constraints for agricultural development in the Region, including improving small farmers' access to finance.
- The workshop attracted 50 participants from 11 CARICOM Member Countries with representatives drawn from farmers associations, national and agricultural development banks, regional bodies, government ministries, and the tourism sector. Workshop topics included the Nature of factoring, legal framework and Tax implications. Country presentations and Case Studies were included.

#### **Key conclusions of the workshop**

- Trade credit is effective in terms of cost, ease of use and documentation. It is being used by some of the largest companies in the world.
- Factoring is one variation of a larger universe of receivables discounting and generally focuses on the financing needs of SMEs.
- Does not require the seller to post any additional collateral or security.
- Factor purchases invoices for an immediate cash payment to the seller and hence becomes the legal owner of the receivables from the buyers.

#### **Legal aspects of factoring:**

There is no specific legal framework in the Eastern Caribbean addressing factoring and invoice discounting. The Caribbean could follow UK legal framework.

#### **Tax implications of factoring:**

The Tax issues as they relate to factoring are not straight forward and would need to be looked at closely in any factoring scheme. A stamp tax is typically charged on financial transactions; this would obviously increase cost on top of factoring charges.

#### ***St. Lucia Case Study: Buffer Fund:***

This fund has been Operating with seed capital from Oxfam-UK. It is providing seed capital to a farmers association (WINFA) which deposits the money with a credit union to partially cash collateralise loans taken by WINFA members.



### **Barbados Case Study: Agricultural Payments Guarantee Fund:**

The Barbados Agricultural Development and Marketing Corporation (BADMC) and Enterprise Growth Fund Ltd. (EGFL) established. The fund is working with registered farmers organisations (RFOs). The EGLF provides funds to BADMC which in turn provides these to the RFOs and monitors the business.

### **St. Lucia:**

The Development Bank plans to establish a financial clearinghouse

### **Trinidad & Tobago:**

The Agricultural Development Bank is developing a buffer fund based.

### **Remaining gaps**

There is General interest in developing factoring and invoice discounting as a solution to extended payment terms that are a constraint to sales by small farmers. Much of the context and infrastructure to make factoring an effective tool is in place or being put in place. However technical assistance is required to;

- To increase capacity including: developing policies and best practices, identifying operational issues, developing a project management approach
- To develop documentation - factoring agreements and other supporting documentation

## **3.3 Commodity related programmes of the International Organizations**

### **CDB Support for Agriculture Development**

- CDB Loan funding for agriculture has been reduced in recent years because the sector has not been given priority in the country strategies guiding the bank's operation – not a priority
- CDB is however seeking to have special allocations for the agricultural sector in the new round of seeking development financing.
- CDB Continues to support the development banks in the region who in turn are lending to the sector
- CDB has limited technical assistance funds which it prioritizes for those sectors which are now borrowing
- CDB has provided support to CARDI to develop programmes –eg. Apiculture, others.

### **INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE-11CA**

IICA has the following projects in its portfolio that are supportive of commodities in the region;

- ***Enhancing the Value-Added Processing of Roots and Tubers in the Caribbean through the Transfer of Improved Technologies***

The Project is intended to contribute to the further development of value-added processing of roots and tubers in an effort to boost food security within selected countries.



The objective is to improve the performance and to increase the competitiveness and sustainability of the sector, through the adaptation and transfer of technologies, information and scientific knowledge, among the institutions of the Caribbean and Latin American Regions.

- ***Improving the Competitiveness of the Small Ruminant Sub-sector through the Development of National Grading Standards and enhanced Market Intelligence.***

The project is intended to improve the competitiveness of the Barbadian, Trinidadian and Jamaican small ruminant farmers, through the improvement of the grading standards that are currently observed in the respective countries and providing a better understanding of the market and the current and future opportunities that exists.

- ***Intra-ACP Agricultural Policy***

Three main aims of the Caribbean Action:

- Create an enabling regional policy environment –support strategic agricultural development
- Improve food and nutrition security for households and communities – improved productivity of small-holder farming systems
- Improve the capacity of small producers and MSME's – involvement in value chain and market development

The activities of the programme will focus on;

- Strengthened Regional Agriculture Development Strategy
- Improved Dissemination & Adoption of Applied Research & Technologies
- Agriculture Enterprise Dev through Improved Market Linkages

Thematic areas include;

- Evidence-based Policy synthesis & Implementation
- Leveraging systems for R&D, Knowledge-sharing & Innovation
- Institutional Capacity Dev in Agri partners
- Smallholder-specific Engagement & Capacity Building
- Communication & Info Dissemination

Total allocated Budget is € 8.7 million. Programme duration is 4 years

Partners include CARICOM, CARDI, CAFAN, IICA, CaRAPN, Regional Universities

### **FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS- (FAO)**

The FAO is supporting the development of five 5 value chains: Onion,,Ackee,,Solid fruits eg pineapple,Roots and tubers (CAFAN),Revitalisation of Caribbean livestock network

Other FAO projects include;

- EU funded assistance for work in Windward islands
- Regional project – H1N1 in swine production
- Pest management with emphasis on the citrus greening disease



- Farmer field school – St. Lucia
- Apiculture support Project to be formulated

In addition FAO responds to Government request for Technical assistance in a wide range of subject matters affecting agriculture at the regional level.

**CFC/CARDI project - Increased Production of Root and Tuber (RT) Crops in the Caribbean through the Introduction of Improved Marketing and Production Technologies (RT) CFC/FIGG/44**

This project is a Strategic response to the 2008 food crisis by which CARICOM governments agreed to aim at substituting up to 25% of all imported foodstuffs with local produce. Potentially high yielding and carbohydrate rich root and tuber crops were identified to play a crucial role in reaching this goal.

The project also responds to the increasing focus on addressing food security requirements in the Caribbean. The goal of the project is to develop value-added products and convenience foods thereby creating linkages with tourism and to effect a change in traditional food preparation habits thereby creating opportunities for more locally produced foods.

Project objectives are as follows;

- Increase in selected value added products of at least 50% above pre-project levels in pilot areas
- Location specific tech-packs identifying appropriate and achievable operating protocols for the production and sale of quality fresh and value-added produce
- At least one functioning “roots and tubers” agribusiness cluster per project country
- At least 1550 trained individuals in various sub-disciplines of import to the Root and Tuber Crop Commodity
- 75% of the farmers in the pilot areas will be using quality propagules from a project-improved facility

**Project components**

- A: Increasing fresh and value-added products (257,610 USD) (Support for product development/ Purchase of Equipment to support value-added products/Technological Support for Product Transformation)
- B: Value Chain clusters (163,900 USD) (: Cluster Development/Group Dynamic Training:
- C: Competent producers, processor and marketers (352,460 USD)( : Integrated Crop Management (ICM) Training; Training/Demonstration on utilization of value-added products
- D: Affordable, quality, planting material (1,751,071 USD) (Establish/expand propagation infrastructure
- E: Value chain utilizing appropriate technologies (263,030 USD) (Determine performance gaps, quality short comings and areas of non compliance

***Present status***

- Lab in Jamaica operational
- Hardening facilities in Jamaica Trinidad and Tobago
- Construction started in Haiti on the Hardening facilities



- Development of MIS –
- Work closer with the current IO's to ensure activities not duplicated
- Sharing of information across virtual platforms available to all CARICOM countries
- Product Marketing to promote efficient and effective product delivery
- Social Marketing interventions to influence consumer trends
- Public Awareness/Education to promote RT alternatives
- Value added focus has had good benefits.
- It is estimated that the project will achieve greater than 85% implementation success
- In OECS more work needed in the group dynamics area
- Some operations linked to tourism - maintain the image for this purpose
- 2 other projects –production of vegetables/small ruminant to start later this year

### **CARICOM**

CARICOM programme for agriculture includes the following projects;

- 10<sup>th</sup> EDF programme for 8.7M Euro – policy/ R&D/ Linking small farmers to Market
- SPS – 11.8M Euros (8M SPS in Agriculture; 3.8M SPS -Fisheries)

### **CARDI**

CARDI will continue to support the sector through the following initiatives;

- CARDI is expanding and improving its server capacity as well as undertaking Media monitoring for happenings in Agriculture and will disseminate such information to the wider region
- Research bibliography and information gathering on commodities
- Providing Support for risk mitigation and management
- Developing an Inventory of tissue culture facilities in the region and expansion of Tissue culture facility in Barbados
- Conducting a Greenhouse assessment – various factors assessed
- Developing a Coordination mechanisms for the Region in collaboration with the CDB/ and CARICOM



## CONCLUSIONS AND RECOMMENDATIONS

1. The overall objective of the AAACP is to improve incomes and livelihoods for producers from agricultural commodities and to reduce income vulnerability at both producer and macro levels. As such, the AAACP is both relevant and timely, given the prevailing international market conditions and trade situation which affect commodities and consequently the economic development of commodity dependent countries. For the Caribbean region the programme is a welcomed intervention to help address the fall- out from the loss of preferential trading arrangements for traditional export commodities and to develop the appropriate policy frameworks and strategic approaches for creating a more diversified and sustainable agriculture
2. The overall impacts of the AAACP in the Caribbean region included the following;
  - a) Strategy development and implementation is providing a structured pathway for planned long term development of the targeted sub-sectors and was instrumental in attracting additional funding for the Agro-food sector in Jamaica notably from the USAID and IADB. Similarly for Grenada, the UNDP has committed additional resources to the development of nutmeg and mace. Under the EDF, funding sourced from NIPs & RIPs are being targeted to improve aspects of commodity chain development. The CFC has committed its own funding towards the project for Improved Production & Marketing: Of the total cost of € 2.3 million, 1/3 was contributed by the AAACP and the remainder 2/3 by CFC). In Trinidad and Tobago, CFC has provided resources to assist TTABA with the development of valued added products from root crops which have been successfully introduced into the market. It was noted however that in Jamaica and Grenada respectively additional resources were still needed to ensure the realignment of existing programmes /secure funding to implement a viable commodity programme.
  - b) The Support to CaFAN has enhanced and strengthened its relationships with other institutions notably FAO, CTA, CARDI, CARICOM and others.
  - c) The empowerment of the coordination committees in the countries has facilitated implementation of the strategy elements and contributed to sustainability
  - d) The development of Business models strengthened farmer/buyer linkages in Jamaica, Guyana, Grenada & St. V&G
  - e) The development of frameworks and tools for advancing risk management in the region are interventions which respond to regional policy goals and will heighten future advancements in the sector. In this regard the Feasibility Study for developing Market Based Agricultural Risk Management (RM) including Weather risk mapping & RM transfer mechanisms (Jamaica) ; Risk assessment & agricultural Insurance for rice and vegetable crops (Guyana) should lead to further development of these and other targeted commodities.
  - f) The region also benefited through Capacity by way of ;
    - Regional Symposium on Agriculture Risk Management
    - Training material for risk mitigation measures
    - Training program on risk mitigation agricultural practices
  - g) The region has been provided with templates and tools for developing marketing information systems; financial instruments to support small farmers as well as the framework for commodity exchanges to improve the marketing and pricing mechanisms affecting commodities.



3. The development of an MIS platform for the region is a foregone conclusion but the questions as to how and when this will be done remain to be addressed. There is an urgent need to prepare a proposal for funding of an MIS system, the goal being to construct a system that is workable, sustainable and efficient; this considering the challenges encountered in past efforts and the inefficiencies of information gathering and dissemination in many of the countries. There is a view that more South /south exchange would be desirable to help derive a suitable MIS model for the region
4. There are many issues to be addressed in order to enhance the development of effective commodity exchanges in the region. Issues of capacity building, food storage and risk management, seed and germ-plasm banks; provision of price information are but some of the ingredients required. For a commodity futures exchange in particular the appropriate enabling framework, effective ongoing regulatory oversight and a commitment by government to respect the market pricing mechanism are key considerations. Jamaica needs to develop its wholesale marketing structure in order to be able to collect prices on a daily basis as well as for monitoring of input prices and produce buyers.
5. The participatory approach to the identification of priorities, commodity value chain diagnosis and strategy development is one which will engender cooperation and buy- in from stakeholders by identifying and addressing the root causes of the problems in a comprehensive way.
6. The adoption of the Value chain approach is also fully relevant in terms of efficiency of use of resources and is fully in line with the priorities of selected producers' organizations and national / regional policy bodies.
7. The implementation of the programme through International Organizations, which have, in their relevant fields, high technical expertise that is widely acknowledged as well as field presence (ITC, FAO, WB and CFC) in the region, will enhance the coordinated delivery of technical assistance hence greater aid effectiveness in line with the objectives of the Paris Declaration. There is clear evidence that the IO's and other regional partners have begun to align their future programmes with the expressed needs and requirements of the sector.
8. The participation of some regional and national Agricultural support organizations in the various interventions and activities under the programme helps to build regional capacity and enhance technology transfer to ensure long run sustainability. In this regard the engagement of CARDI as the regional Focal Point for the programme not only supports the coordination of programme activities at the regional level, but will inure to the benefit of the wider Caribbean region and enhance the sustainability of the interventions undertaken.
9. Building capacity in farmers' organization and developing business models to enhance linkages with markets including the tourism and hotel sector are important interventions for building sustainability and is consistent with the goals of national development plans for agriculture. This activity should be further supported.
10. The programme has made an important contribution towards addressing business development needs through the activities undertaken to improve risk management practices and facilitate access to market based risk management instruments for agricultural value chain actors. It is envisaged that the intervention will help accelerate the development of agricultural insurance thereby improving access to financing as well as to attract new investments into the sector.
11. Given the regions vulnerability to weather induced disasters, additional resources are required to assist countries in developing financial weather risk management strategy for agriculture (i.e. commodity cross-cutting strategies) thereby capitalizing on the activities on agriculture risk



management being developed in Jamaica and which can serve as a demonstrative model for other Caribbean countries.

12. In the short term, there are existing opportunities for risk assessment at the country level to be undertaken with IICA/World bank support, targeting 5 countries (Grenada, Guyana, St Lucia, Belize and Jamaica). Additionally there is the need to promote and support an existing project for climate risk adaptation in the Caribbean – an initiative of CRIP. In the medium term there is need to have the decision making at the strategic and governmental levels and an action plan developed. In this regard the further support to the Caribbean Agricultural Risk Management Strategy and Plan of Action to Advance Regional Agricultural Risk Insurance is recommended.
13. The region requires additional resources to enhance export-production capabilities and competitiveness in commodities, create value added through agro-processing and services such as agro-tourism linkages. In this regard the countries require a significant injection of capital to facilitate new investments in agriculture and fisheries activities including the following;
  - Support production and marketing (a critical issue is resources to bridge farmers' production and marketing divide)
  - Addressing the issue of standards which constrains the rate of progress in the private sector
  - Greater need for commodity planning
  - More support for marketing
  - Embracing the educational institutions in the planning and promotion of agriculture
14. There is great need to ensure that the skills and experiences gained and lessons learnt are shared within the region and the wider ACP.
15. The regional agricultural activities can benefit from better coordination and CARDI, CDB and CARICOM are expected to explore mechanisms for effecting better coordination. In this regard efforts are to be made to embrace the educational institutions in the agricultural development process.
16. Branding is a tool that can be effectively employed to enhance value added in tropical commodities for which there are suitable items in the region.
17. There are opportunities for intra-ACP collaboration, especially given the similarities between the Caribbean and the Pacific Regions.
18. Shortcomings and outstanding gaps in the Programme included the following;
  - The absence of standards holds back the private sector from focusing on benchmark standards in order to compete with imports
  - There was need for a greater coordinated planning process to ensure that programmed results and activities are defined following the same intervention logic
  - More support in the area of market development is required to deepen the integration of smallholders in markets.
  - There is a need for the Sharing of learning and cementing knowledge gained in Risk Management as well as to Up-scale pilots



# ANNEXES

**ANNEX I - List of Participants**

Country <sup>(1)</sup>	Surname	First Name	Title	Organization	Function	Email
Barbados	Skeet	Andrew	Cpt	BADMC	Chief Executive Officer	<a href="mailto:andrew.skeete@badmc.org">andrew.skeete@badmc.org</a>
Barbados	Agard	Oliver	Mrs	Barbados Agricultural Society	Area Manager	<a href="mailto:owagare@hotmail.com">owagare@hotmail.com</a>
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**ANNEX II - Detailed Programme**

<b>DAY 1</b>	
<b>08.00 – 09.00</b>	<b>Registration</b>
<b>09.00 – 10.00</b>	<p><b>Opening Remarks, Mr. Bruce Lauckner, Chairman</b></p> <p><b>Welcome Remarks, Dr. H. Arlington D. Chesney, Executive Director – CARDI</b></p> <p><b>Remarks, Mr. Zissimos Vergos, European Union Delegation in Barbados</b></p> <p><b>Feature Address, Mr. Chandler Lennox, Deputy Permanent Secretary, Ministry of Agriculture, Food, Fisheries and Water Resource Management, Barbados</b></p> <p><b>Vote of Thanks, Dr. Cyril Roberts, CARDI Representative, Barbados</b></p>
<b>10.00 – 10.30</b>	Group Photo and Refreshments
<p><b>Session 1</b></p> <p><b>10.30 – 11.00</b></p>	<p><b>The AAACP: Expected and Actual Results, and Overview of Approach Used</b></p> <p>By Programme Coordination Unit</p>
<p><b>Session 2</b></p> <p><b>11.00 – 13.00</b></p>	<p><b><u>Case Stories:</u></b></p> <ul style="list-style-type: none"> <li>• Agro-Food Sector, Jamaica : <b>Mr Vitus EVANS</b>, Chairman, Jamaica Fruits &amp; Vegetables Coordinating Committee</li> <li>• Herbs &amp; Spices, Grenada: <b>Mr Aaron François</b>, Permanent Secretary, Ministry of Agriculture &amp; Fisheries Grenada</li> </ul> <p><b>Dr Guido Marcelle</b>, Chairman, Nutmeg National Coordinating Committee</p> <ul style="list-style-type: none"> <li>• Roots and Tubers, <b>Ms Vermaran Extravour (Trinidad and Tobago Agribusiness Association)</b></li> </ul> <p>20 mins per presentation, followed by one hour of interaction.</p>
<b>13.00 -14.30</b>	<b>LUNCH</b>



<p><b>Session 3</b> <b>14.30 – 16.00</b></p>	<p><b>Capacity Building of Producer Organisations</b></p> <ul style="list-style-type: none"><li>• Use of established peers to train producers : the case of <i>CAFAN</i> by <b>Mr Jethro Greene, Chief Coordinator</b>(15 minutes)</li><li>• The Pacific perspective to capacity-building of producer organisations: <b>Mr Tim Martyn, SPC</b></li></ul>
<p><b>16.00 – 16.30</b></p>	<p><b>TEA/COFFEE BREAK</b></p>
<p><b>Session 4</b> <b>16.30 - 18.00</b></p>	<p><b>Enhancing the Functioning of Agricultural Commodities Market</b></p> <p>Panel made up of :</p> <ul style="list-style-type: none"><li>• <b>Ms Ivonne Garcia</b>, Manager, Bolsagro, REPUBLICA DOMINICANA (on Commodity Exchange)</li><li>• <b>Dr. Derrick Deslandes</b>, focal point for the project on the creation of the Exchange in Jamaica (on commodity and stock exchange)</li><li>• <b>Mr Andrei Krylov, UNCTAD</b> (on Market information Systems)</li><li>• <b>Mr Tim Martyn</b>, PAgri Business Specialist, South Pacific Community (on the Pacific experience with MIS projects)</li></ul>



DAY 2	
<p><b>Session 5</b> 09.00 – 10.30</p>	<p><b>Risk Management and Innovation</b></p> <p><b>Panel (15 mins each):</b></p> <ul style="list-style-type: none"> <li>• <b>Luther St Ville, CDB</b> Report on Regional Workshop on Factoring</li> <li>• <b>Kervin Stephenson, IICA</b> <b>Weather Risk Management</b> Inter American Institute for Cooperation on Agriculture</li> <li>• <b>Carlton Weddenburn</b> Agriculture Risk Management Ministry of Agriculture, Jamaica</li> <li>• <b>Chris Docherty</b> (Windward Strategic) on “Branding Agricultural Commodity Chains.</li> </ul>
10.30 – 11.00	Refreshments
<p><b>Session 6</b> 11.00 – 13.00</p>	<p><b>Brief presentations by development partners</b> on (i) their own commodity-related programmes (ii) links with AAACP work, and (iii) areas of interest for potential follow up by their organizations</p> <ul style="list-style-type: none"> <li>• <b>Michael Melin</b>, EU Delegation in Barbados</li> <li>• <b>Luther St Ville</b>, CDB</li> <li>• <b>Kervin Stephenson</b>, IICA</li> <li>• <b>Anthony Kellman</b>, FAO</li> <li>• <b>Bradley Georges</b>, CARDI/CFC</li> </ul>
13.00 – 14.30	LUNCH
<p><b>Session 7</b> 14.30 -16.00</p>	<p><b>Bilateral discussions between development partners and Guided Tour of Programme Exhibition area</b></p>
16.00 – 16.30	Tea/Coffee Break
<p><b>Session 8</b> 16.30 – 17.30</p>	<p><b>Conclusions and Recommendations</b></p>
19.00-21.00	RECEPTION