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This report on the 2015 Caribbean Pacific Agri-Food Forum (CPAF 2015) was produced collaboratively with the organisers and moderators of the workshops, learning journeys and forum sessions.

CTA would like to thank the Intra-African, Caribbean and Pacific Countries Agricultural Policy Programme (Intra-ACP APP), Barbados Agricultural Society (BAS), Inter-American Institute for Cooperation on Agriculture (IICA) and many other organisations for their contribution to making the event such a success, and also the many participants from around the world who contributed their experience and wisdom.
Introduction from CTA Director, Michael Hailu

I am pleased to welcome you to the report on the 2015 Caribbean Pacific Agri-food Forum (CPAF 2015) – the first forum of its kind to bring together farmers, entrepreneurs, policy makers, researchers and the media from across the Caribbean and Pacific, as well as from other countries, including Indian Ocean islands.

I am grateful to the Government and people of Barbados for their support for this event.

The main purpose of the forum was to explore new ways of transforming the agri-food sector in the Caribbean and Pacific regions so that it meets nations’ quest for food security, healthy diets, job creation and overall economic growth.

We sought win-win solutions for farmers and agribusinesses alike so that they can both benefit by working together. For far too long we have been talking about the problems and challenges of agriculture. Conferences of this kind tend to focus on discussing problems rather than finding solutions. We want to change the tide of pessimism to a vision of optimism. We want to focus our energies on seeking innovative solutions and smart partnerships that will transform the agri-food landscape across the Caribbean and Pacific.

We made a deliberate decision to centre the forum around people and action, drawing on experience from the field. As a result, attendees had the chance to hear from and connect with people who have real-life experiences and lessons to share about how private-sector entrepreneurship can become a game changer for the agri-food sector, and for the small-scale farmers and entrepreneurs engaged in it.

There is plenty of evidence to show that small island developing states are more vulnerable to economic shocks and natural hazards than other states. If they are going to move from a position of vulnerability and dependence to one of resilience, these states must explore new areas of economic development and must strengthen their diversification strategies.

At CTA, we have seen time and time again that value chains and agribusiness, supported by an enabling policy environment, are the key drivers for transforming agriculture and fisheries in the African, Caribbean and Pacific (ACP) Group of States. At the end of the day, this is the strategy that is going to make a real difference to rural people, whether they live in poverty, or are able to make a reliable income and have a decent standard of living. Nowhere is this truer than in the case of young people. It is no coincidence that the average age of farmers is 55 to 60 in ACP countries, and that young people find the idea of work on the land, with its long hours and hard labour, less than appealing.

But farming needn’t be like that if you take a business approach. And especially if you factor in the huge potential for using Information and communications technologies (ICTs) in the agri-food sector. The forum explored some of the many exciting opportunities for using internet platforms and mobile phones at all stages of the agri-food value chain, from production and processing right through to marketing and distribution. We need to show the young generation that there is a bright future in agri-food, and that they can be a part of it.

Taking a cross-learning approach is one of the lynchpins of CTA’s strategy for promoting agricultural and rural development in the ACP. That is because we have seen that there is much to be gained from countries and regions sharing their knowledge and best practices, especially when they have similar difficulties to overcome and similar potential for finding solutions.

I have no doubt, given the high profile of the participants, that the innovative ideas that emerged during the event will benefit farmers and fisher folks in the Caribbean and Pacific.

CPAF 2015 was heavily supported by the Intra-African, Caribbean and Pacific Countries Agricultural Policy Programme (Intra-ACP APP) funded by the European Union. CTA is a key implementing partner of the programme, along with the Inter-American Institute for Cooperation on Agriculture (IICA) and the Secretariat of the Pacific Community (SPC).

At CTA, we greatly value partnerships as a means for moving our vision forward. I would particularly like to thank our two co-organisers of the event, the Barbados Agricultural Society (BAS) and IICA for helping to organise an innovative forum, and the Caribbean Farmers Network (CaFAN). I would also like to thank the more than 30 organisations in the Caribbean and Pacific that co-organised workshops and training sessions.
Background

The Caribbean and Pacific Agri-food Forum 2015 (CPAF 2015) took place in Bridgetown, Barbados 2–6 November. More than 250 thought-leaders, decision makers and agri-food experts from the Caribbean, Pacific and across the world gathered at the event to exchange experiences, share knowledge and explore how an agribusiness approach can drive rural development in small island states. Participants came from private enterprises, government organisations, financial institutions, tourism and food businesses, development partners, news organisations and other agribusiness organisations.

An action-oriented approach was used to formulate robust recommendations for a stronger, people-centred future for the industry in the two key regions of the Caribbean and the Pacific. CPAF 2015 included three days of hands-on workshops in parallel sessions and ended with the two-day Second Caribbean Agribusiness Forum, which discussed strengthening the agri-food sector and expanding markets. On-site learning journeys in Barbados and other islands, plus other special events and meetings were conducted in conjunction with the event.

The Second Caribbean Agribusiness Forum aimed to promote agribusiness development by sharing successful business cases, identifying tangible opportunities in new markets, promoting links between the agri-food sector and the tourism industry to increase sustainable local sourcing, and identifying the support needed to strengthen relations between value-chain actors and the tourism industry. It brought policy makers, farmers, agribusiness operators, financial institutions, hospitality sector experts, development partners, government ministers and civil society groups together to discuss issues faced by agribusiness operators in the Caribbean and Pacific regions.

Agribusiness experts acknowledge that agriculture in the Caribbean and Pacific faces challenges. The end of preferential conditions for exports of traditional commodities from the Caribbean to the European Union (EU) is having a marked effect on the finances and production capacity of up to 500,000 small-scale farmers, and is causing a sharp decline in the sector. Pacific Island producers are facing similar problems and, in both regions, the sector must face issues that include degradation of natural resources, climate change, natural disasters, limited availability of finance and a heavy dependency on food imports. Rising levels of nutrition-related diseases are an additional problem.

Activities during CPAF 2015 were designed to address specific objectives that would contribute to outcomes in the focal areas of CTA’s work that can be leveraged through the Intra-African, Caribbean and Pacific Countries Agricultural Policy Programme (Intra-ACP APP) and its regional business plans for the Caribbean and the Pacific. The focal areas relate to developing sustainable agricultural value chains and market links and building climate-resilient and nutrition-sensitive food systems.

Desired outcomes include the following:

- Improving agricultural value chains and agribusiness development through relations that are inclusive of small-scale farmers, women and young entrepreneurs across Small Island Developing States (SIDS)
- Enhancing knowledge about the nutrition status in SIDS and the links between nutrition and agriculture value chains
- Increasing knowledge about climate-change challenges, initiatives and critical gaps
- Proposals for scaling up success stories that can link into more sustainable value chains and agribusiness development.

The CTA regional business plans can be found on the CTA website at cta.int/en/category/caribbeanpacific-agri-food-forum-1/cpaf15-1/regional-business-plan-1.html
At the opening of the event, Mr James Paul, CEO of the Barbados Agricultural Society (BAS) remarked that the event’s approach of ‘link, learn and transform’ presented a “truly challenging task in today’s world in which it seems that we are swimming against the tide.”

“Many of the issues of vital importance to the human race have been side-lined and at times sacrificed on the altar of commercial expediency,” he said, adding that his view of the problem as commercial, rather than political, expediency was not a reflection of his role as an MP, but his view of the “rationale for many of the decisions that are made today” based on the “economic argument that unbridled capitalism and free trade represents the way to go in a modern world”.

CTA Director, Michael Hailu, said in his opening speech that “conferences of this kind tend to focus on discussing problems rather than finding solutions” and expressed his desire for this conference to “change the tide of pessimism to a vision of optimism” by focusing on innovative solutions and smart partnerships. He pointed to evidence that small island states are more vulnerable to economic shocks and natural hazards than other countries, and said new areas of economic development and strengthened diversification strategies would be the key to combating this situation.

One of the new areas examined at the event was a youth-based business approach exploring the concept of potential ICT solutions as the key to dissuading young people that working the land is a life of ‘long hours and hard labour’. A key tool in this approach was the use of social reporting throughout the forum – combining journalism, facilitation and social media to create an online buzz about the event. The social reporting team’s efforts saw 3,500 messages disseminated through social channels, reaching more than 600,000 social media users, strengthening the engagement of youth in agriculture, and promoting discussion of agricultural challenges, innovations and best practices throughout the ACP regions.

A search for social reporters selected 15 on-site and 62 online reporters, forming a large part of the #CPAF15 Social Reporting Team. A mailing list at dgroups.org/cta/cta-srt/cpaf15-srt was made the main communication channel for the social reporters, and a workspace at sites.google.com/site/cpaf15sr was created to host information on the social reporting project that included the content plan and guidelines for each social media tool to be used.
The 15 on-site reporters took part in a two-day training workshop on using digital media for reporting, and the online team supported the efforts of the on-site team by sharing the content they produced across various social channels, such as Facebook, Twitter, LinkedIn, and Google+ before, during and after the conference.

Social reporters were assigned daily tasks and at the end of each day the team met for daily wrap-ups and to plan for the next day.

In the 18-day period starting a week before the event, the following content was produced:

- 38 published articles that can be read at [bit.ly/CPAF15blogs](bit.ly/CPAF15blogs) – production is on-going
- 201 photos with captions and tags that can be viewed at [bit.ly/1KWHtI](bit.ly/1KWHtI)
- 24 videos that can be viewed at [bit.ly/1Mg1zm](bit.ly/1Mg1zm)
- 21 presentations that can be read at [bit.ly/1HJzkak](bit.ly/1HJzkak).

According to the hashtag tracking service, Keyhole, outreach on Twitter and Instagram amounted to 7,058 posts that reached 334 users over 6,207,942 impressions – or individual page views – with a reach of 614,857 unique views – calculated after deducting page refreshes and returns to previously viewed pages.

The forum followed four main themes, and this report groups the descriptions of the workshops, sessions and learning journeys along these thematic lines:

1. Profitable and sustainable value chains and agricultural businesses that are inclusive of small-scale farmers, women and young entrepreneurs
2. Strengthening the agri-food sector and expanding its markets
3. Better agriculture-nutrition links and multi-sector collaboration leading to people owning their own nutrition agenda
4. Resilient communities and climate-smart agricultural practices and policies in the face of climate change.
Profitable and Sustainable Value Chains

Forming profitable and sustainable value chains and agricultural businesses that are inclusive of small-scale farmers, women and young entrepreneurs

Value-chain development and inclusive business models

This workshop on profitable and sustainable value chains was organised by Joost Guijt and Monika Sopov from the Centre for Development Innovation (CDI), Wageningen University and Research Centre, The Netherlands. CDI staff worked with Cleve Scott from CaFAN and Juan Cheaz from CTA to design and organise the workshop. It focussed on enabling agricultural producers to introduce innovation and growth in their enterprises by developing value chains that secure distribution of products in a sustainable and inclusive way.

Discussion points and findings

The workshop used scenarios to explore value chains with a view to identifying priorities for:

- Enhancing value chains through chain-wide collaboration
- Being honest about real, versus wished-for, consumers
- Identifying the comparative advantages of the region through priority value chains, such as roots and tubers, and fruit and vegetables, in which a large number of farmers are involved and have developed some experience in production and marketing
- Combining efforts to improve horizontal coordination and developing reasons for vertical integration.

Exercises then identified customer segments in the tourist industry and their characteristics, and value propositions for horticulture value chains from a customer perspective.

Outcomes and recommendations

Participants and organisers developed the following recommendations from the workshop:

- Find common issues and share experiences to help identify general strategies that can then be adapted to specific contexts
- Develop business model canvases, and business plans based on them, as an exercise to create the basis for concrete activities of the Caribbean Value Chain Alliance (CVCA)
- Focus on building logistical infrastructure for storage and processing
- Make available work on value chains known and accessible
- Offer basic financial book keeping to farmers and farmer groups
- Use market studies and identify buyers as essential measures to take the value-chain programme forward
- Start with existing value-chain initiatives and strengthen them as needed
- Run a 24-month coaching and training programme for each value chain on monitoring and adaptation processes, and train local trainers in the second half of the programme
- Encourage actors from other potential value chains to join coaching and training programmes.

Participants were encouraged to contribute their experiences to develop new business models that go further than addressing just commercial relationships and consider social and environmental issues.

Creating policies relevant to value-chain development requires better collaboration between farmers, agri-food producers and governments. Action-oriented research is needed to advance policy positions in areas such as access to finance, farmers engagement with regional and international institutions, and availability and access to business development services.
Access to finance
This workshop was organised by Lamon Rutten of CTA and Robert Reid from IICA. It was designed to introduce participants to aspects of obtaining finance for agribusiness enterprises. Experts from the Caribbean, USA, Latin America and Europe shared their expertise in value-chain finance and its applications in agri-tourism and agribusiness, as well as for post-harvesting finance.

Discussion points and findings
Discussions and points of interest arising from the workshop included:
• The big financing gap in agriculture
• The lack of funding mechanisms to help agribusiness
• The need to encourage financiers and agribusinesses to work together
• The need to use technology and certification in agribusiness to attract finance
• The excess of bureaucracy and special interest groups that hinder broad sector-financing schemes
• The lack of risk management institutions in the sector, such as insurance and credit guarantee schemes.

Outcomes and recommendations
Three strong action points came out of the workshop:
• Each participating bank will be asked to adopt a commodity. Concept notes will be presented to the banks showing how this could be done successfully. After banks have identified opportunities in the sector and developed a financing product line they will be encouraged to report on progress at the next agri-finance meeting in 2016
• CaFAN plans to work with institutions to develop a factoring scheme. The scheme would allow Caribbean farmers to access payment on delivery of their harvest rather than waiting a month or more for payment as is usual
• Participants agreed to develop closer cooperation to help capture knowledge and share information.

Action on the first point will depend on workshop participants from financial institutions obtaining permission to pursue the scheme.

As well as the above points, the workshop organisers have been asked to assist in preparing a business plan for an enterprise to expand the Jamaican hotel industry by developing a central cold store. The cold store would help farmers supply hotels. An opportunity also exists to help structure deals for Cuban cooperation with Caribbean agribusiness.

ICT for fisheries: towards replication and scaling up
This workshop was organised by Kim Mallalieu, of the Department of Electrical and Computer Engineering, University of the West Indies and Benjamin Addom, of CTA. The workshop took a structured approach to analysing ICT needs, and assessing priorities, challenges and opportunities.

The workshop priority was to establish key requirements for the sustainability and resilience of fishing enterprises in the developing world. Focusing on this priority, IT architectures to support dynamic user configurability, the ability to replicate and geographic scalability were identified.

Discussion points and findings
Workshop organisers and participants discussed:
• Requirements for information and communications in small-scale fisheries and the diversity of needs
• Rapid growth of the ICT industry and the confusion this causes
• Ways to access versatile and scalable solutions
• Principles, architecture and components of an ICT system for fisheries
• The ICT lifecycle
• The various dimensions of scale in ICT for fisheries: functional, geographic, social and governance
• Essential processes and protocols for agribusiness ICT systems.

Outcomes and recommendations

Participants at this workshop:
• Specified goals, objectives and features for ICT solutions in the context of goals
• Linked the components of ICT proposals to corresponding ICT lifecycle phases
• Assessed ICT objectives utilising SMART (Specific, Measurable, Attainable, Realistic and Timely) criteria
• Identified key features of an enabling environment for the integration of ICTs into the regular operations of the small-scale fisheries sector, its organisations and fishers.

The workshop prioritised topical matters, and concentrated on participants and their needs. Both fishers and fishers’ organisations were key groups.

A key focus of the workshop was translating the findings into a tangible road map for projects and programmes assisting ICT for fisheries. Participants were urged to consider the road map in relation to their future needs.

Policy analysis and advocacy for farmers’ leaders

This workshop was organised by Cleve Scott of CaFAN and facilitated by staff of the Caribbean Policy Development Centre (CPDC). The workshop aimed to develop the skills of leaders of civil society organisations, particularly from CaFAN and the Pacific Farmers’ Network, to engage effectively with government policy makers.

The workshop focussed on building policy advocacy skills and an understanding of the policy making process in order to assist participants in engaging effectively with governments. Presentations were given by experts in the agribusiness policy process.

Discussion points and findings

Participants discussed the policy making environment for agri-food value chains and how to improve collaboration with governments along the whole value chain.

Discussions centred on:
• The need for action-oriented research to improve the framing of policy positions on key agribusiness areas
• The chaotic processes in policy making
• The convoluted processes required to accommodate the many stakeholders and portfolios in policy making
• The need to advocate for realistic goals based on solid research
• The lack of engagement by farmers’ groups in advocacy as a strategic process
• The need to better define key requests and the need for more consensus across organisations to strengthen and legitimise their policy positions
• The need to prepare for successes in policy advocacy so as to be able to act when advocacy brings results.

Outcomes and recommendations

Workshop participants gained important skills that they will be able to use in future policy advocacy and knowledge that they will be able to pass on to others, including:
• A better understanding of the players in the policy process
• The ability to identify key leverage points for policy advocacy
• Improved skills and capacity to interact with policy makers
• Increased ability to advocate strategically on critical issues
• The ability to prepare ‘policy asks’ as a tool for policy advocacy.

CaFAN farmers participating in the workshop agreed on the need to scale up their work on policy advocacy in the future. They agreed to approach the policy process and advocacy for agribusiness with a clearer knowledge of the factors that intervene and impact on the development of policy for agribusiness.

Participants are now better equipped to approach policy advocacy with greater clarity and to communicate their needs not only more specifically, but also from a less adversarial position.

**How to create a successful agribusiness**

This workshop on operating agribusinesses was organised by Lamon Rutten of CTA for participants to learn from successful small and medium enterprise (SME) agribusiness leaders from the Pacific, Caribbean and Indian Ocean.

Five experts gave presentations and shared their experiences in order to stimulate ideas for expanding and improving enterprises among the agribusiness operators who attended.

**Discussion points and findings**

The business leaders spoke about:

• What motivated them to become agri-entrepreneurs
• How they identified their markets and developed their products
• How they gained an edge over their competitors
• How they coped with funding constraints
• How they created the conditions for growth
• How they managed the challenges of scaling up
• The most valuable lessons they learned
• How they are preparing for the future.

Many of the speakers did not come from an agricultural or fisheries background, but recognised opportunities to engage with the sector. Mostly they saw an opportunity to apply more modern production or processing practices or marketing opportunities that local producers were not meeting.

The need for high-quality and international standards certification was reinforced by all the speakers, as was the need to be very ‘risk-savvy’ to avoid the many pitfalls.

**Outcomes and recommendations**

The main points for creating a successful agri-business company were:

• An opportunity first needs to be found that can be exploited by using superior technology or processes
• An entrepreneur needs to aim to be best-in-class, rather than targeting easy, low-value markets
• Good reputations with suppliers, financiers and buyers are important and can be leveraged to unlock further opportunities
• Entrepreneurs needs to understand risks, which can come from competitors, markets, over-extending, climate and other factors
• Entrepreneurs should leverage business by using technology where possible
• Successful entrepreneurs go for growth and target markets that can grow, or consumers who are willing to pay premium prices.
Web 2.0 and social media taster sessions

This workshop on social media was organised by Ken Lohento of CTA to expose participants to Web 2.0 and social media platforms, and to provide participants with an opportunity to use them. Hands-on training sessions were used to show participants how to use these tools in agribusiness.

Discussion points and findings

Digital tools on the internet have a lot of potential to drive new agricultural marketing ventures. Training sessions focussed on the following platforms:

- Advanced Google search
- Google Alerts
- Google Drive
- Facebook – with an emphasis on creating a company page.

Outcomes and recommendations

Hands-on training provided pertinent experiences in Web 2.0 and social media tools that could help agribusiness professionals in their work. Participants strongly recommended that the training sessions should be extended to more agricultural stakeholders.

Participants also benefitted from social media reporting of the event. They witnessed first-hand the benefits of using social media platforms to promote and market events, organisations and products.

The workshop also stressed the need for a clear understanding of online security and ‘netiquette’. Participants learned how to avoid the common traps that cause people to misread online communications. In netiquette sessions they learned how to adhere to a common code of online behaviour to improve communications and how to recognise the varying rules of netiquette that depend upon the nature of the relationship between people.

Participants also learned about online security and when to preserve confidentiality.

Caribbean Value Chains Alliance learning journey

This five-day learning journey on the Caribbean Value Chains Alliance, operated by CaFAN, followed up on themes from the workshops on Value-chain development and inclusive business models, and Policy analysis and advocacy for farmers’ leaders. The learning journey connected key concepts and shared on-the-ground experiences that participants in both workshops were exposed to.

Participants ranged from farmers and agri-processers to journalists. They were able to experience real-world examples of what is happening on the ground in St Vincent, the Grenadines and Jamaica.

Discussion points and findings

Learning journeys are an effective method of sharing experiences and information. Participants in the Caribbean Value Chains Alliance event were exposed to a wide range of best practices and current knowledge. They saw that:

- Planting dasheen (taro) in holes, rather than on terraces, has been successful in St Vincent where many farms are located on steep slopes
- Sharing labour at harvest and other labour-intensive times has helped farmers growing dasheen
- Sharing infrastructure and oversight, for example as in the New Forest/Duff House Agro-Park in Jamaica, is good farming practice for small plots where farmers produce mainly short-term crops, such as green onions, thyme, melons, tomatoes, cabbage and Jamaican callaloo (a leafy green)
• Providing joint infrastructure and on-site managers, as in the agro-park, allows small farmers, especially young people, to expand their knowledge and experience and branch out into new crops such as roots and tubers.

Outcomes and recommendations
Points that participants noted from the learning journey include:
• The suitability assessment of 25 varieties of Pacific dasheen for Caribbean use conducted by the Ministry of Agriculture Experimental Station in St Vincent will be very useful when it is completed
• The agro-park approach allows for easy government intervention to assist with the major challenges to smallholder farming and enables collective access to markets, financing, infrastructure and technical support
• A visit to the Pacific region would be valuable as a follow-up to this successful learning journey.
Strengthening the Agri-food Sector and Expanding Markets

Using an agribusiness approach to agricultural development to provide income generating opportunities for rural communities, increase food security, reduce food imports and create jobs – especially for young people

Linking agriculture and tourism through policy setting

This event, organised by Isolina Boto of CTA and Ena Harvey of IICA, was designed to act upon recommendations from the First Pacific Agribusiness Forum. The first forum recommended encouraging the design and development of agri-tourism policies to create links between agriculture and tourism at national and regional levels. The event programme involved on-site visits as well as workshop sessions with a range of experts.

Discussion points and findings

Participants explored many of the links between agriculture and tourism in the Caribbean and saw that:

- Building new links between agriculture and tourism can increase opportunities for earning, and can open new markets and help develop new products
- Building new links between agriculture and tourism can generate opportunities to help develop visitor attractions and distinctive tourist destination brands through the creative use and marketing of local produce and the use of local landscapes
- Encouraging agri-tourism can contribute to reducing a country’s food import bill.

Outcomes and recommendations

A national policy meeting is planned for Vanuatu in early 2016 to contribute to the consultative process for designing and implementing a national agri-tourism policy. Selected Caribbean experts will be invited to contribute to the policy design process.

The Vanuatu exercise will be a pilot project and could be scaled up to create similar policy-setting processes in other countries, and the Pacific region as a whole.

Opportunities to support agribusiness in ACP-EU cooperation instruments

This panel discussion was a session in the Second Caribbean Agribusiness Forum. Members of the panel were:

- Vassel Stewart, President, Caribbean Agribusiness Association (CABA)
- Michael Hailu, Director, CTA
- Junior Lodge, Team Leader, ACP-EU Technical Barriers to Trade (TBT) Programme
- Len Ishmael, Ambassador for Eastern Caribbean States to the EU and Coordinator of the ACP SIDS Platform
- Roy Mickey Joy, Chairman of the African, Caribbean and Pacific Committee of Ambassadors in Brussels and Ambassador of Vanuatu to the EU
- Pamela Coke-Hamilton, Executive Director, Caribbean Export Development Agency.

The session, moderated by Michael Hailu, discussed policy instruments for enhancing trade and market access across the ACP, and important regulatory issues for the agribusiness sector.

Discussion points and findings
Participants discussed the vulnerability of Caribbean and Pacific states to external shocks, largely due to the open trade economies of the regions.

The discussion noted the emergence of new opportunities locally, regionally and internationally for value-added goods and services, and niche markets. But to take advantage of these new opportunities the private sector must be better organised and there must be incentives for producers. Governments must invest strategically, targeting institutions and infrastructure to develop potential in the agribusiness sector and assist with the transformation.

The case was made for increasing support for the private sector in the regions from the ACP-EU partnership and the 11th European Development Fund.

More collaboration among ACP SIDS on private-sector development through the exchange of experience and expertise in agribusiness and value chains could offer opportunities.

In a discussion on the problems facing ACP SIDS, the following major challenges were identified:
- Foreign trade accounts for a large percentage of gross domestic product (GDP) and creates trade-dependency issues
- Countries rely on tariff preferences even though their value is declining
- Exports concentrate on a limited number of products and destinations
- Trade infrastructure to support regulatory frameworks is limited, especially in new trade disciplines, such as competition policy, intellectual property and public procurement, and older ones such as trade in services
- Low export competitiveness, largely because of limited domestic markets, results in more exports of primary products than processed goods.

A core objective in addressing these issues is to empower producers to gain effective market access. Many ACP exporters receive support to gain certification from major markets that helps them gain access to those markets.

Discussions also identified key opportunities for Caribbean agricultural businesses to produce foods that are currently imported. This would reduce the US$4 billion food import bill for the Caribbean Community and Common Market (CARICOM). The Caribbean region also has one of the largest tourism sectors per person and should be able to create a captive export market. Also, demand for ‘ethnic’ foods in major markets such as the UK and USA is increasing. Addressing both of these opportunities should help offset the import problem.

One point made in the discussion was that it might be advantageous to consolidate smaller labels into one larger label in order to make products more attractive for importation into other countries.

As regards imported foods versus locally produced foods, it was noted that the Caribbean states are not winning the battle to change children’s food choices to healthier options that are produced locally. It was suggested that better market intelligence, and branding and packaging aimed at high-end markets, could help promote locally produced foods because a large part of decisions about food purchases is simply based on the packaging.

**Outcomes and recommendations**

Recommendations proposed by panellists and contributors from the floor were that:
- ACP-EU funding should be sought to assist private-sector enterprises across ACP SIDS
- A proposal for ACP-EU funding to assist private-sector enterprises across ACP SIDS needs to be developed within nine months. The proposal should be developed in consultation with farmers,
agribusiness operators, financial organisations and development partners under the leadership of the Caribbean Agribusiness Association (CABA) and the Pacific Islands Private Sector Organisation (PIPSO)

- A proposal supporting Caribbean regional agribusiness organisations in their efforts to further strengthen local SMEs should be developed.

The session concluded that to better the links to global policy making environments the Caribbean and Pacific regions need to be aware of trends and to foster the ability to act decisively on emerging opportunities.

**Opportunities in regional and international markets**

This panel discussion was a session in the Second Caribbean Agribusiness Forum. Members of the panel were:

- Noemi Perez, President and CEO, Finance Alliance for Sustainable Trade (FAST)
- Janak P. Gafar, Owner, Hilo Import, The Netherlands
- Vassel Stewart, President, CABA
- Dorian Filote, International Relations Officer, EC/DG Agriculture and Rural Development, ACP Countries and Development Issues
- Jai Rampersand, Agribusiness and Management Consultant
- Hobart Va’ai, Samoa Chamber of Commerce and Industry.

The session, moderated by Vassel Stewart, looked at opportunities to expand markets in the region and export possibilities. Discussions on regional markets centred on the fast food and restaurant sectors, fresh fruit and vegetables. Discussions on export markets were primarily about fresh produce destined for the EU and fresh and processed foods for wider international markets.

The need for a strong Caribbean brand featured in discussions, as did the value of establishing a company in Europe to distribute Caribbean goods to wholesalers and retailers, and to promote Caribbean brands.

**Discussion points and findings**

Fast food restaurants account for 40% of all business franchises across the globe. American fast food restaurant chains, which dominate this field, operate over 160,000 franchises worldwide and generate US$170 billion in sales. In the Caribbean region, where international chains dominate, there are over 2,100 fast food outlets. These employ over 27,000 people and generate more than US$1 billion in sales. Only a few CARICOM brands can compete and there are almost no regulatory restrictions on the industry.

Fast food enterprises featuring Caribbean cuisine are starting to gain traction in the world market, but are largely owned by expatriate Caribbean nationals or international operators.

Opportunities for CARICOM producers in the fast food market may centre on replacing traditional white potato and flour products with products made from local staples and developing Caribbean-themed outlets featuring localised menus and ingredients.

The Food and Agriculture Organization of the United Nations (FAO) has reported that CARICOM’s food import bill in 2011 reached US$4.25 billion. This was a dramatic increase from US$2.08 billion in 2000. Intra-regional trade in agricultural products over this period declined from 17.3% of total trade in 2000 to 12.7% in 2010.

The main agricultural items imported in 2011 were food preparations, wheat, rice, chicken meat, non-alcoholic beverages, maize, soybean oil and refined sugar.
The rise in the food import bill is largely because imported products cost less, the supply is consistent, products are of high quality, and packaging and presentation are better. At the same time, the region suffers from financial limitations, under-investment, poor risk management, theft, inefficient management and distribution of land and water, and insufficient research and development. Outdated agricultural health and food safety systems and inadequate transportation also explain some of the challenges to a fragmented and disorganised private sector battling weak market infrastructure.

Poor access to finance is a key impediment to CARICOM agribusiness. FAST is working to address this by increasing access to finance for sustainable SMEs. The organisation is increasing the credit readiness of SMEs and supplying tailored coaching in basic accounting, financial management and practical methods of accessing finance. FAST also trains financial advisors in the International Network of Local Financial Advisors (INFLA).

Outcomes and recommendations
Discussions showed that developing successful ventures is possible with the increasing global interest in food diversification and eclectic cuisines. Current successful ventures include:

- Golden Krust Caribbean Bakery & Grill, currently expanding its network of over 100 stores in the USA along the eastern seaboard and planning to operate in more than 250 stores soon
- Royal Caribbean Bakery, offering a wide range of bakery products and Jamaican meals across 17 states in the USA and selling its products through many local retailers
- JerkQ’zine Caribbean Grille, operating over 10 stores in New York
- Caribbean Cuisine Consortium, which has 70 restaurants in the UK.

It is reported that there are between 500 and 750 restaurants in the UK offering Caribbean dishes, mostly in a quick-service format.

Public and private-sector investment present good opportunities to reduce the import imbalance, particularly in fruit and vegetables.

Developing supportive agricultural policies and measures to better help stakeholders in difficult areas, such as insurance, infrastructure, land and overwhelming business requirements, will go a long way towards adjusting the trade imbalance, as will stronger links between organisations along the value chain from farm to consumer.

Key recommendations included:

- Transforming the value chain by reducing costs through bulk purchasing
- Investing in technology and equipment
- Improving the quality of products and adding value
- Investing in research and development on diversification strategies to contribute to sustained import replacement
- Investing in ICT as a way to enhance products to encourage a cultural shift towards buying locally produced food – ICT can improve forecasting, record keeping and inventory, and packaging, branding and labelling.

Promoting agribusiness through value addition and product diversification in priority industries

This panel discussion was a session in the Second Caribbean Agribusiness Forum. Members of the panel were:

- Janelle Fletcher, Production/Product Development Manager, Armag Manufacturing
- Jethro Greene, Chief Coordinator, Caribbean Farmers Network (CaFAN)
• Keith Amiel, Director, CABA Jamaica
• Vassel Stewart, President, CABA
• J.R. Deep Ford, FAO Subregional Coordinator for the Caribbean
• Riyad Mohammed, Manager, Baron Foods Ltd., St Lucia
• Winston Stona, Co-Founder and Managing Director, Walkerswood Caribbean Foods.

The session was moderated by Keith Amiel. Like the session on opportunities in regional and international markets, it looked at opportunities to expand markets in the region and possibilities for expanding exports.

Discussions covered a wide range of fresh and frozen products. These included fruits, vegetables, root crops, hot peppers, okra, bodi beans, soursop, cassava, dasheen, plantain, eddoes and sweet potatoes.

Discussions focussed on the production of roots and tubers as well as herbs and spices.

**Discussion points and findings**

The cassava industry is positioned to take advantage of opportunities for agribusiness development in the Caribbean region. Some key opportunities are in the bakery, animal feed and beverage industries. Strategies implemented by development agencies to enable the private sector to exploit these opportunities are beginning to show success.

Potential cassava products include:
- Cassava chilled and frozen in cubes, slices, wedges, croquettes and patties
- Ground cassava
- Cassava starch
- Cassava flour
- Animal feed based on cassava chips and leaves
- Bio-fertiliser from cassava waste
- Biofuel products.

Caribbean herbs and spices are considered world class and offer new opportunities to develop products for local and international value-added markets.

Baron Foods Ltd., St Lucia is a good example of a successful exporter. This company effectively implemented a strategic export plan which put in place strong quality standards and brought it a good reputation. Baron Foods Ltd. certifies its 150 product lines against the international FSSC 22000 V3 standard, which meets the three main standards of the export market.

The achievements of producers, such as Walkerswood Caribbean Foods, Jamaica, have gone a long way to bringing international recognition of Caribbean cuisine. Walkerswood employs more than 80 staff and sources ingredients from over 1,000 small farmers to produce a range of seasonings, cooking sauces, spices, preserves and canned vegetables. Products are exported to the USA, Canada, UK, New Zealand and across the Caribbean.

An effective strategy for taking advantage of the projected international growth of the livestock industry is needed. Meat production from 2013 to 2023 is predicted to rise by 57.7 million metric tons; poultry meat will account for 49% of this increase and pig meat for 29%. For the Caribbean to participate in this growth and to supply domestic markets with locally farmed animal products rather than increasing imports it must first increase its capacity to supply livestock feed.

A plan to focus on dairying, using cattle breeds suitable to the region, aims to create livestock-based successful agribusinesses in the region. Beef could be produced as a secondary product from the dairy industry. Broiler chicken meat is currently the strongest livestock product in the Caribbean, but imported
meat sold at prices below Caribbean production costs is still damaging the market. Egg production for local markets could also expand.

**Outcomes and recommendations**

Discussions showed that a strong, effective export plan is essential for success and that certification against global food standards is a core component of export strength.

The main recommendations arising from the forum discussion included:

- Building the capacity of value-chain actors to access regional and international markets, especially with processed foods, through targeted training
- Supporting on-going programmes aimed at increasing the use of regional staples in the bakery industry and fast food sector, and to contribute to substituting wheat imports by cassava, sweet potato, plantain, breadfruit and **dasheen** products
- Developing a specific project to reduce imports of vegetables
- Implementing the regional business strategy for the herbs and spices industry
- Developing a collective regional export marketing strategy for SMEs
- Implementing training on quality assurance, international marketing and financial literacy
- Strengthening local, regional and International networks on agribusiness
- Increasing the capacity of young agribusiness groups
- Helping the private sector meet marketing and quality certification requirements.

Other actions that could be of benefit, particularly in the livestock sector, include:

- Increasing adaptive research and development as well as training
- Identifying improved seed stock and feed stuffs
- Deploying more extension officers to farmer training and supporting initiatives
- Providing capital inputs for state-of-the-art facilities
- Improving product differentiation, and packaging and storage facilities, as well as modernising marketing and distribution systems.

**Promoting agribusiness through value addition and product diversification in tourist-related markets**

This panel discussion was a two-part session in the Second Caribbean Agribusiness Forum. Members of the panel in the first session were:

- Ena Harvey, IICA Representative for Barbados
- Terry Addlington, Managing Director, Tanna Coffee, Vanuatu
- John Hunte, President Organic Growers and Consumers Association (OGCA)
- Ian McNeel, Director, Slow Food Barbados
- Sylvie Salanoa, Mailelani, Samoa
- Shadel Nyack Compton, Managing Director, Belmont Estate, Grenada.

The first session was moderated by Ena Harvey and centred on opportunities for agri-food in tourism-related markets.

Members of the panel in the second session were:

- Keith Andre, Future Peche, Seychelles
- Bernard Monnaie, Head of Business Programme, University of Seychelles
- Jimi Jones, Jimsan Aquaponice Farm, Belize
- Milton Haughton, Executive Director, Caribbean Regional Fisheries Mechanism
- James Ince, Spice Isle Seafood, Grenada
- Paul Christian Ryan, Managing Director and Owner, Vate Ocean Gardens Ltd., Vanuatu
Iris Nonnereau, Centre for Resource Management and Environmental Studies, University of the West Indies.

The second session was moderated by Milton Haughton and discussed opportunities for fisheries in tourism-related markets.

Participants discussed innovative, quality-driven solutions and reviewed successful businesses in both sessions.

Discussion points and findings

Value-adding opportunities are the key to creating new value propositions.

The case of Tanna Coffee, Vanuatu, was discussed. Tanna Coffee has demonstrated the usefulness of expanding into supplementary inter-cropping and promoting unique, locally grown products. The company also owes a lot of its success to developing close ties to eco-friendly agri-tourism through resorts, restaurants, cafés via supplies and ‘suitcase sales’, and on-board sales to Air Vanuatu and P&O Cruises.

Mailelani Natural Skincare Products, Samoa, uses organic coconut oil, from ethically sourced coconuts that are processed in rural areas, for its products. Other local ingredients, such as papaya, koko Samoa, honey, noni juice, lime, lau ti, avocado and tamanu oil, are used to enhance the products.

In 2013, the PIPSO Business Development Fund assisted Mailelani to develop materials for marketing its products internationally. This helped Mailelani to develop export markets in Australia and New Zealand.

Belmont Estate, Grenada, demonstrates how a story behind the produce can help brand recognition and market expansion. Belmont Estate is a 17th-century plantation of 121 hectares (300 acres) that integrates authentic rural organic farm experiences, history, local cuisine, cultural entertainment and cocoa and chocolate products to provide a successful visitor experience. Its success came from using history and tradition as well as product diversity.

Jardins Hydroponiques, Haiti, successfully implemented a plan to combine aquaculture with hydroponics to create a symbiotic growing environment where fish supply the nutrients for growing plants; this system produces 10 times more crop per square metre (m²) than normal systems. Jardins Hydroponiques expanded from 200 lettuce and 12 tomato plants on 12 m² to producing four varieties of lettuce as well as tomatoes, herbs and microgreens on 3,200 m² by using hydroponics.

Other fishing industry stories featured the creation of agri-tourism connections and developing a labelling programme that explains the provenance of fish to consumers. The labelling system tags fish with a code that can be researched by the consumer on a website. The next step is to develop a grading system that allows high-grade fish to fetch better prices.

Outcomes and recommendations

The main recommendations made by panel members include:

• Developing a knowledge-sharing platform to feature innovative business cases, success stories, best practices and lessons learned in the Caribbean, and share them between the Caribbean and the Pacific
• Using standardised diagnostic tools and methodology, to develop agri-tourism sites, attractions and events in rural communities
• Developing an agri-tourism investment fund for SMEs
• Building skills through hands-on training, as well as building business and financial knowledge
• Developing projects in aquaculture, establishing private-public sector partnerships and strengthening stakeholder support organisations
• Establishing aquaponics projects based on successes in Belize, Barbados and the Bahamas that have demonstrated technical and economic feasibility
• Promoting cooperatives and fisheries clusters
• Establishing a knowledge-sharing platform for fishers to address processing and marketing issues, including branding, certification and traceability systems, and to improve visibility and secure customer satisfaction
• Building local market outlets for fish retail sales and promoting culinary events at fish markets based on successful models
• Improving and strengthening the development of value-added products, such as jewellery, based on 100% use of fishery products such as scales, skins, offal and bones.

Data-driven agribusiness and maximising use of ICTs

This panel discussion was a session in the Second Caribbean Agribusiness Forum. Members of the panel were:
• Chris Addison, Senior Coordinator, Knowledge Management, CTA
• Vassel Stewart, President, CABA
• Alisi Tuqa, Programme Officer, PIPSO
• Ramlal Bheshem, Open Data, University of the West Indies
• Alison DeGraff, Participatory GIS, University of the West Indies
• Matthew McNaughton, Executive Director, Slashroots Foundation
• Leonard Seale, Marketing Officer, Addis Alem Cooperative, Barbados
• Guy Morel, Principal Consultant, SGM and Partners Consulting.

The session, moderated by Chris Addison, explored the business data needed and used by producers, SMEs and agribusiness. Particular attention was paid to the exploitation of new opportunities offered by ICTs.

Discussion points and findings

The role of open data and new technologies for acquiring data is now key to maximising the possibilities that ICT offers. But it must be understood that open data is free to use, re-use and distribute. It is the product of a sharing principle. People who use open data must be prepared, in turn, to share their own data.

At the moment the technology is not the impediment to further developing this powerful tool, it is the willingness of organisations to share their data. “We need to fill gaps in data, not only through new research, but also making more data open,” said Alisi Tuqa.

There is a need to development new open data initiatives with organisations such as CARICOM, CABA, CTA, IICA, EU-ACP and others. Open data represents a great opportunity to make markets more efficient across the whole agribusiness value chain. It has the power to move agricultural policy making into a true evidence-based mode, based on real numbers rather than generalised feelings and hunches. “We don’t just provide data alone we need to provide Intelligence,” said Vassel Stewart.

Four roles where ICT and advanced data technology are essential to agribusiness are:
• Planning database services
• Supply and demand forecasting database services
• Electronic trading database services
• Transportation database services.

Linking mobile applications to new data sources is very important.
Agribusiness is data intensive. Data are now essential to processes ranging from identifying suppliers, investors and buyers, to using environmental risk and research data. Recent advances in ICTs and data technology have opened up possibilities for data handling to transform the agribusiness industry.

CTA is planning to work with CABA and PIPSO on their virtual platforms to support members and partners. Work will support open data relevant for agribusiness in the Caribbean and the Pacific, and will link the evidence base and development of policy in agri-tourism.

Outcomes and recommendations
Panellists produced recommendations for using open data to support and strengthen agribusiness in the region, including:
- Reinforcing virtual platforms for agribusiness networks to support members and partners
- Supporting open data relevant to agribusiness in the Caribbean and the Pacific
- Investigating data links with policy to provide better evidence for developing agri-tourism policy
- Supporting young Caribbean innovators and ICT entrepreneurs to help develop ICT platforms and services that contribute to agricultural development
- Encouraging business angels and venture capitalists to support early stage entrepreneurs and innovators
- Developing innovative financial mechanisms to provide young agro-entrepreneurs with access to affordable finance.

Chefs for development
This meeting, organised by Isolina Boto of CTA and Ena Harvey of IICA, was held after the forum. Participants discussed preliminary results from commissioned research on the role of chefs in linking the agriculture and tourism sectors in the Caribbean and Pacific.

Discussions expanded upon the unique role that chefs have in linking agriculture, tourism and cuisine through their understanding of the origins of local foods, promotion of local cuisines, and ability to connect local producers and consumers.

Discussion points and findings
Key points that were discussed include:
- Food tourism is growing in popularity and economic potential
- Agri-tourism can help to reinvigorate and diversify local tourism markets
- Cuisine often affects tourists’ destination choices
- Western menus are still dominant in hotels, restaurants and resorts across the Caribbean and Pacific
- There is growing interest in local menus among tourism operators and recognition that including local cuisine represents good value
- Growing use of local cuisine fosters local farmers, fishers and food processors and strengthens their capacity to supply tourist establishments.

Outcomes and recommendations
Issues that need to be addressed in order to use the opportunities that are opening up in local tourist-related markets, include:
- Updating farmers’ supply chains to enable them to supply larger tourism operations
- Familiarising people working in tourist-related food and drink preparation with local recipes
- Encouraging new ways of creatively using local produce
• Strengthening market information sharing and coordination between the hospitality sector and producers
• Providing training courses and opportunities for exchanges among chefs and culinary professionals across the Pacific, Caribbean and Latin America to develop a capacity for strengthening links with the agriculture sector
• Establishing a community of practice among culinary professionals to bring benefits to members and facilitate links to local production.

A task force composed of chefs from the Caribbean, Pacific and Indian Ocean, and people from CTA, IICA, CTO, CaFAN and the Barbados Hotel and Tourism Association (BHTA) was formed at the meeting. The task force will prepare an action plan of specific projects and partnerships to be developed in support of local food and local cuisine.

The link between agriculture and cuisine

This panel discussion was a session in the Second Caribbean Agribusiness Forum. Members of the panel were:
• Isolina Boto, Manager, CTA Brussels Office
• Stephan Berrouet Durand, Executive Chef, President, Haitian Culinary Alliance
• Richard Mathiot, Executive Chef, Seychelles
• Dora Rossi, Paddles Restaurant, Samoa
• Robert Oliver, Chef, Author and Television Presenter, New Zealand
• Dane Saddler, Executive Chef, Caribbean Villa Chefs, Barbados
• Henderson Butcher, Chef, DIVI Southwinds, Barbados Culinary Team
• Erik Wolff, President, World Food Travel Association (WFTA)
• Alberta Vitale, Women in Business Development Incorporated (WIBDI), Samoa.

The session, moderated by Isolina Boto, explored the view that chefs are the missing link in the agribusiness value chain.

The panel focussed on sharing the experiences of chefs working in the Caribbean and Pacific, particularly with regard to sourcing produce from local farmers and promoting local cuisine.

Discussion points and findings
There are opportunities to work with the food tourism industry in the Caribbean and Pacific, and to upgrade produce supply chains to better accommodate major hotels and resorts. Inspiring chefs to use local products and take cuisine leads from local traditions will stimulate demand for locally sourced foods and flow into broader markets.

Chefs have a key role to play in stimulating demand for local foods because:
• Chefs determine menus and influence clients’ buying and eating choices
• Chefs incorporate local ingredients and recipes into five-star cuisine
• Chefs can be brokers in establishing relationships among local food producers and resorts and restaurants
• Potential export markets open up as guests return home and want to explore the flavours and ingredients they experienced in hotels and resorts more frequently.

Sharing knowledge of local foods and the best ways to source and prepare them is key to stimulating demand for local products in the food tourism industry. Education and awareness is best promoted through books and television cookery shows. Specialist training in local hospitality sectors is beneficial in creating crucial ambassadors and champions of local cuisine to take the local cuisine movement forward.
Gourmet food tourism, at approximately 8.1% of food tourism travel, is only a small part of the food tourism industry. But, despite its small share of food tourism, gourmet tourism presents opportunities. Gourmet travellers are more likely to take cuisine and ingredient ideas back from their travels and are more likely to stimulate export opportunities by creating demand for regional products back home.

Most travellers like to try local foods. Social media have opened up greater potential for travellers to promote regional foods to a wider audience. Effective communication about local food specialities is important. In the Pacific, 50% of tourists cite cuisine as important to their choice of destination.

**Outcomes and recommendations**
The main recommendations from the expert panel in this session included:

- Establishing a Caribbean Culinary Alliance in the region to promote local cuisine and strengthen links between producers and the hospitality sector
- Launching a ‘Chefs for Development’ platform and network to drive the initiative
- Promoting the use of local food at major regional and ACP-EU meetings.
Agriculture-Nutrition Links

Creating better agriculture-nutrition links and multi-sector collaboration leading to people owning their own nutrition agenda

The agriculture–nutrition nexus and the way forward

This workshop, organised by Judith Ann Francis from CTA, focussed on strengthening the agriculture–nutrition nexus. Making use of rapid scans commissioned by CTA in 2015 for Haiti, St Lucia and Suriname, and country studies in Kiribati, Papua New Guinea, Samoa and the Solomon Islands, participants:

- Shared lessons learned from CTA-commissioned case studies on strengthening the agriculture–nutrition nexus in seven Caribbean and Pacific countries
- Determined entry points for strengthening the agriculture–nutrition nexus, building consensus for joint action and validating CTA’s future interventions in this strategic intervention area
- Developed outlines for policy briefs and other communication material targeting ACP policy and decision makers and the international development community on strengthening the agriculture–nutrition nexus.

Discussion points and findings

Workshop discussions addressed the following issues:

- The Caribbean and the Pacific regions face similar nutrition challenges: a high prevalence of obesity and non-communicable diseases; anaemia, especially in children and women of child bearing age; and vitamin A deficiency
- The transition from affordable, locally grown foods and the move away from traditional diets, which include fresh fruit and vegetables are part of the problem
- An integrated approach is needed to manage the nutrition transition; to ensure that populations are well-nourished, local agricultural and food systems must become more efficient and develop more capacity to meet the growing demand in urban markets for convenient, healthy and safe foods
- Agricultural interventions to improve nutrition outcomes must include active community engagement as well as nutrition education
- Entry points to reform nutrition should be jointly determined and implemented using agreed indicators for measuring success at three levels, national, household and individual
- Home-grown school nutrition programmes provide good opportunities for engaging parents and farmers, ensuring quality of school meals and maintaining portion control; cost effectiveness and reliable supplies are key
- School gardens and community gardens can help improve food and nutrition outcomes, but need technical support and help with distribution and sales of produce to generate income
- National capacity for collecting and analysing data must be strengthened to enhance government decision making, policies and programmes.

Outcomes and recommendations

Participants and organisers developed the following recommendations to:

- Revise and validate WHO body mass index (BMI) charts to reflect the ethnicity of local populations and assist policy making
- Recognise that the nexus between agriculture and nutrition has a major impact on productivity and quality of life
- Recognise that food availability and accessibility are critical components of a population’s food and nutrition security
• Limit imports of highly processed (sugary and salty) foods
• Develop indicators with more relevance to the needs of the population in terms of food and nutrition security
• Update data and research, as they are essential tools in advocacy
• Improve collaboration between countries.

The lessons learned from this workshop, together with other data, will be integrated into the final reports of the rapid scans for publication. Key data will be released for use by national, regional and international organisations.

Participants gained a better and more nuanced understanding of the complexity of the agriculture–nutrition nexus and the need for a multidisciplinary approach to policy and practice.

The outcomes from this workshop will inform and assist related partner programmes.

Meeting food safety standards for product and process certification of agri-food enterprises, and for good health and nutrition

This five-day learning journey was organised by Judith Ann Francis, CTA, and run by Premier Quality Services Limited, Trinidad. The goal was to build the capacity of Pacific experts to support SMEs, agro-processing plants and food service facilities in meeting standards for the production and distribution of healthy and safe foods.

Discussion points and findings
Participants in this learning journey were encouraged to develop individual learning plans as a lasting outcome from the programme.

The plans listed milestones for establishing short-, medium- and long-term goals.

Participants learned about:
• Fundamental concepts behind Hazard Analysis and Critical Control Points (HACCP) and their application in the agricultural and related sectors
• Good manufacturing and agricultural practices as the core of HACCP
• The main hazards that affect the safety of food products
• Tools to develop a HACCP plan
• Integrating HACCP as a high-level component of a food safety management system using standards such as FSSC 2013 and ISO 22000
• Applying HACCP principles using a practical toolkit
• Food safety management best practices in a working food manufacturing facility with third party food safety management system certification status.

Outcomes and recommendations
Feedback from delegates was encouraged and key observations from Premier Quality Services Limited were also collated.

The following recommendations emerged during the learning journey:
• Give participants more time to cover all the material that the learning journey offered
• Take a hybrid approach to training that covers the full range of learning goals; social collaboration tools and classroom training sessions could help lessen the amount of on-site learning to be covered
• Provide additional training in standards certification and Root Cause Analysis
• Hold similar learning journeys in the Pacific region.
Pacific delegates agreed to organise a network for sharing good agricultural and food safety practices in their region. Premier Quality Services Limited has developed an online portal to meet the need for social collaboration in learning journeys and post-event information coordination in the future.
Climate-Smart Agricultural Practices and Policies

Building partnerships and alliances to scale up climate-smart and adaptation solutions in the Caribbean

This workshop, organised by Olu Ajayi, CTA, brought together relevant stakeholders and climate-change experts – particularly in the field of climate-smart agriculture in the Caribbean. Participants identified and reviewed solutions to the challenges of climate change in the region and discussed how to scale them up to trigger wider adoption.

More than 30 stakeholders from a range of institutions and fields of expertise attended the workshop, sharing experiences and gathering new information.

Discussion points and findings

Workshop participants discussed:

- Building an overview of key issues and challenges related to climate-change solutions for Caribbean agriculture
- Defining actions for overcoming constraints to the wider adoption of the successful strategies
- Presenting firm examples of successful initiatives on climate change and agriculture
- Defining specific intervention areas for action-partners and partnership models to fill important information gaps and support scaling up of the solutions.

In particular, discussions focussed on:

- Water harvesting and recycling to respond to drought
- Using ICT tools to disseminate information to agriculture workers and organisations
- Integrating local knowledge with technical geographic information systems (GIS) to build models for community action on climate change.

Outcomes and recommendations

Following the discussions, workshop participants recommended the following:

- Actively promoting activities to scale up existing solutions to climate change in the Caribbean and Pacific regions
- Prioritising activities to engage with the private sector to identify conditions and incentives to trigger engagement in climate-change solutions
- Establishing a mechanism to coordinate policy on climate change at multiple levels in the region
- Establishing clearing house mechanisms for information and database operations on climate change in the region
- Strengthening the capacity of climate scientists and stakeholders for science-based policy that influences communication with policy makers on the implications of climate change.
Media Coverage of the Event

Coverage of the event in international news media largely stemmed from the CTA media team – a group of 12 journalists from the Caribbean and Pacific who were selected to attend – led by Stéphane Gambier of CTA. They represented international media outlets, such as Thomson Reuters, teleSUR, Associated Press, Miami Herald, Inter Press Service, CNN, Agence France-Press, Caribbean Newsl ine, Caribbean Media Corporation and the Pacific News.

A total of 115 news stories by 23 media organisations appeared in print, television and radio, with 15 of the organisations based in the Caribbean. The CTA media team produced 108 of these news stories, with over 80 written during the week-long event, reaching an estimated 1.4 million people.

CTA was mentioned 353 times in reports. IICA received 92 mentions and the Caribbean Agricultural Research and Development Institute (CARDI) received 69.

Coverage was overwhelmingly positive and broad-ranging. Although the bulk of reports were published in the Caribbean, South American and Pacific Island regions, news reports also appeared in the USA, Latin America, Canada and Australia.

The following graph illustrates the publication of articles by region.
Summary and Conclusions

CPAF 2015 aimed to help secure the future of agribusiness in the regions. The forum brought together farmers, fishers, processing operators, entrepreneurs, policy makers, researchers, development workers and the media to discuss issues, share experiences and explore new ways to improve the sector in the region.

The goal was to help build and transform the industry and the region to achieve food and nutrition security, employment and the economic requirements for sustainability.

Agriculture in the Caribbean, and in many ways also in the Pacific, is currently at a key juncture. Preferential treatment of exports from the two regions is ending and small-scale farmers are finding agriculture less profitable. Natural resources are being degraded, climate change is having a marked effect, financing possibilities are limited and environmental conditions are leading to an increase in animal diseases. These factors, as well as the imbalance between exports and imports, mean that the contribution of agriculture to GDP in the two regions is falling.

Reducing imports
A fundamental issue that was discussed at length throughout the event was the preference for easy-to-use, unhealthy, imported foods over locally sourced, healthier products. Imported products benefit from compelling packaging using modern designs and marketing superiority, and are reliable and in plentiful supply.

Results of this trend are the prevalence of unhealthy diets in ACP SIDS, especially among younger generations, and devastating bills for imported food that cannot be matched by export earnings. Local agribusinesses face many barriers to grow and generate profits that would enable them to improve their production, value addition, packaging, and marketing to match consumers’ preferences.

Joining forces
Local farmers, processors and distributors can use a range of initiatives to increase their market share and profitability. But, a key to promoting and assisting the widespread adoption of these initiatives across the value chain is establishing agribusiness groups dedicated to furthering this process.

A collective approach can be extremely valuable, particularly in countering the marketing strength and desirability of imported foods. One professionally packaged and marketed brand is more powerful than a variety of disparate brands.

A collective approach also strengthens supply chains and quality control – two issues that have a marked effect on the ability of local products to penetrate local, regional and international markets.

Developing new products
Developing value-added products is also a good strategy for local growth. Diversifying crops and developing complementary products using excess and waste can add value.

Value addition and product diversification are fundamental tools for expanding existing markets and creating new opportunities. Products based on locally produced, traditional foods, such as cassava and other roots or tubers, can be developed as viable alternatives to products based on white potato and flour.

Closing the finance gap
Improving access to financing, markets, education, risk management and agribusiness infrastructure is also essential to developing better opportunities for ACP farmers.
The financing gap in the ACP agriculture industry is large. Farmers, fishers and other producers lack funding mechanisms. Closing the finance gap requires an action plan to encourage financiers to work with agribusiness to create mechanisms for developing policy on agricultural financing and reducing bureaucracy. But, in order to improve access to finance by individuals and enterprises, good business cases and examples of profitable and efficient enterprises must be developed and shared.

Addressing climate change
The effect of climate change on agriculture and fishing industries is not limited to the Caribbean and Pacific, but presents a greater challenge in these regions. Addressing climate change and finding innovative solutions to the problems it creates are key to ensuring that Caribbean and Pacific agribusinesses survive and thrive.

CPAF 2015 focussed on this area in detail to help agri-food producers develop strategies to tackle climate-change problems and to help them discover how to work with policy makers to implement these strategies to the benefit of all agribusinesses. It is clear that addressing climate-change related challenges requires key partnerships among varied sectors of society.

Engaging youth
The decline in the viability of agricultural enterprises is affecting the willingness of young people to consider a future in agribusiness. At the same time, new and youthful ideas plus a willingness to embrace new technology and emerging trends are becoming essential to the industry.

A youth-based business approach that uses modern tools such as ICT and data solutions can help to reverse the disengagement of youth and can demonstrate that agricultural careers do not necessarily involve long hours and hard labour. Improving access to financing for younger entrepreneurs is also essential.

Strengthening value chains
Engaging constructively with the private sector and policy makers will help industry players to better represent the sector and promote tools for ensuring growth and long-term viability. A collaborative approach will contribute to putting forward better policies, grounded in industry knowledge and scientific evidence, and creating new initiatives.

Promoting strong, inclusive, participatory value chains will help create an environment for collaboration among agricultural enterprises. Innovative solutions involving mutually beneficial relationships between the various actors in the chain of agricultural production are essential to drive the agri-food sector in island states.

A strong value-chain approach can share the benefits and risks across all players in the chain. The value-chain approach links supply and demand and connects farmers to markets, providing critical support, necessary services and achieving economies of scale. Relationships as well as communication flows among all segments and actors of the value chain need to be targeted and improved.

Buyers also benefit from strong value chains that provide confidence in the ability of producers to regularly supply safe, reliable, high-quality products.

Exploring markets for local cuisine
Inclusive business models improve the agri-food sector as a whole and help businesses improve their performance.

Exploring new opportunities to expand local and international markets is important. The strong shift to fast foods in all markets offers the best opportunity. Part of the strategy to expand markets is to develop a
A stronger sense of traditional cuisine among consumers. This will encourage them to identify with traditional products and ingredients, and set culinary trends. Western foods are over-represented in fast food, but a good opportunity exists for Caribbean and Pacific fast food outlets.

Agri-tourism is a relatively untapped potential market. The forum thoroughly explored ways in which island producers could generate business across the tourist industry. The Caribbean, for example, attracts 40 million visitors a year – offering a highly lucrative market for locally produced food, beverages and other products.

Promoting local cuisine is essential in combating the issues facing agribusiness identified in this forum. Chefs play an important role in helping small-scale farmers develop relationships to supply hospitality operators and they can help develop menus based on local produce and cuisine. And, by forging close links with local producers, chefs can develop narratives within their menus that create interest among tourists.

**Promoting high standards**
But, to take advantage of tourism markets, local farmers must have the capacity to reliably deliver quality produce in sufficient quantities. Supply chains need to be robust to service the food tourism industry; this can be achieved by developing value chains across the sector. Meeting high industry standards for the production and distribution of healthy, safe foods is essential for creating business confidence and developing a greater market share for locally produced foods.

The private sector has a strong role to play in developing standards and other aspects of Caribbean and Pacific food production. Agriculture needs to be promoted and supported as a business rather than as a traditional or technologically backward industry. ICT-based technologies can be mobilised in support of this, and policy makers have a large role to play in developing this mind-set about agriculture.

**Leveraging ICT**
ICT is a fast-developing tool in the Caribbean and Pacific agribusiness sector, particularly for data collection, management and interpretation. Participation in open data initiatives can increase the store of knowledge about the sector. Increasing the use of open data resources to develop practical, evidence-based decision making can fundamentally change the nature of the industry.

The use of modern online tools is also a must for agribusiness operators. This means building skills in the day-to-day use of social media and similar concepts, as well as raising awareness of online security and etiquette.

**Moving forward**
The success of CPAF 2015 depends on the extent to which it helps create a culture of action and collaboration among attendees and the wider industry. A lot was shared and learned. It is the hope of CTA and the other organisations involved in the forum that positive transformative change is realised in the near future.

The sections on each workshop, event or learning journey in this document were greatly assisted by reports submitted by session organisers and moderators, and informed by the many expert presentations made over the course of the CPAF 2015.
Organisers

The Technical Centre for Agricultural and Rural Cooperation (CTA)

CTA is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union. Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities. CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

Barbados Agricultural Society (BAS)

BAS is an agricultural organisation that is over 150 years old. It was established by an Act of the Barbados Parliament and seeks to represent the interests of the agricultural sector in all relevant forums. The society is the secretariat for seven commodity groups representing over 500 farmers, with women comprising 30% of the total. BAS is the organiser of Barbados’ premier agricultural exhibition, AGROFEST. In addition to agricultural produce, AGROFEST also features seminars, musical concerts and local cuisine. In 2015, attendance at this event rose to 75,000, up from 60,000 in 2014.

Intra-ACP Agricultural Policy Programme (Intra-ACP APP)

The Intra-ACP APP is a broad technical cooperation framework focusing on the Caribbean and Pacific Islands that supports the reduction and eventual eradication of poverty in ACP countries through sustainable development and the integration of sustainable enterprises in these economies into national, regional and, where appropriate, global markets. The Intra-ACP APP comprises two regional components, the Agricultural Policy Project (APP) in the Caribbean and the Pacific Agricultural Policy Project (PAPP). The €20 million, four-year programme (2013–2016) is funded under the 10th European Development Fund (EDF) – an instrument that provides European Community aid for development cooperation in the ACP States.

Inter-American Institute for Cooperation on Agriculture (IICA)

IICA provides technical cooperation, innovation and specialised knowledge to contribute to the competitive and sustainable development of agriculture in the 34 member states of the Caribbean and Latin America, and to improve the lives of rural dwellers in the member countries. The Institute’s four flagship projects focus on ‘Competitiveness and sustainability of agribusiness chains’, ‘Rural inclusion’, ‘Family agriculture’ and ‘Resilience and management of risk’. The Institute’s main strength lies in its technical capacities and its stable presence in the hemisphere, through both its headquarters and its offices in the countries. As a result, its plans and its outcomes come together in the form of findings, public goods and practical, timely and high-quality responses at all four geographic levels, and above all in what could be called ‘on-the-ground’ solutions.