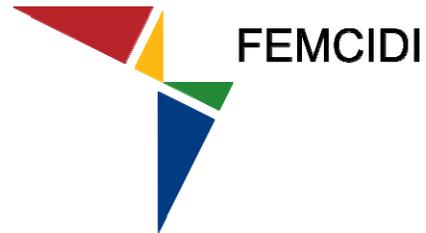




Organization of
American States



Special Multilateral Fund of the Inter-American
Council for Integral Development (FEMCIDI)

Project Evaluation Report

Strengthening of the Tourism Sector Through the Development of Linkages with the Agricultural Sector in the Caribbean

2005 - 2009

Evaluator: Dorebrene E. O'Marde

BARBADOS



Evaluation Year
2009 - 2010

Reception

Antonio Levy
Coordinator of Project Evaluations

Roxana Reyes
Regional Manager

Catherine Pognat
Officer in Charge

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List of Acronyms Used

CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	The Caribbean Community
CDERA	Caribbean Disaster Emergency Response Agency
CEHI	Caribbean Environmental Health Institute
CENPE	Nonpermanent Specialized Executive Committee
CHA	Caribbean Hotels Association
CIDI	Inter-American Council for Integral Development
CIDS	Inter-American Committee on Sustainable Development
COHSOD	Council for Human and Social Development
COTED	Council for Trade and Economic Development
CSME	CARICOM Single Market and Economy
CTO	Caribbean Tourism Organization
FEMCIDI	Special Multilateral Fund of CIDI
GEF	Global Environment Fund
GDP	Gross Domestic Product
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IACD	Inter-American Agency for Cooperation of and Development
IICA	Inter-American Institute of Agriculture
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
ONE	Oficinas Nacionales de Enlace/ National Liaison Office
PIDS	Inter-American Program for Sustainable Development
UNDP	UN Development Programme
WTTC	World Travel and Tourism Council

Project Summary Table

Project Name: STRENGTHENING OF THE TOURISM SECTOR THROUGH THE DEVELOPMENT OF LINKAGES WITH THE AGRICULTURAL SECTOR IN THE CARIBBEAN	
Project Number:	FEM228
Project Presented By:	Government of Barbados
Priority Area:	TOURISM / AGRICULTURE
Project Coordinator/Institution:	Inter-American Institute of Agriculture (IICA)
Project Type:	Regional
Participating Countries:	Barbados, Dominica, Guyana, Jamaica, St. Kitts & Nevis, Suriname, Trinidad & Tobago
Amount Proposed For FEMCIDI Financing:	US\$ 444,000
Amount Approved For FEMCIDI Financing:	US\$ 412,500
Counterpart Finance Amount (If Applicable):	US\$ 372,000
Programmed Dates Of Execution:	March 2005 – March 2008
Actual Dates Of Execution:	November 2005 - April 2009

Project Performance Summary Table

A. Project Profile				
Title: STRENGTHENING OF THE TOURISM SECTOR THROUGH THE DEVELOPMENT OF LINKAGES WITH THE AGRICULTURAL SECTOR IN THE CARIBBEAN				
Budget:	US \$412,500			
Duration (years):	3 years (March 2005 - April 2009)			
Project Type (National / Multinational):	Multinational			
B. Project Assessment	Poor	Fair	Good	Excellent
1. Project Relevance				X
2. Project Effectiveness			X	
3. Project Efficiency				X
4. Project Sustainability				X
5. Project design				X

EXECUTIVE SUMMARY

This evaluation of the multinational project ‘STRENGTHENING OF THE TOURISM SECTOR THROUGH THE DEVELOPMENT OF LINKAGES WITH THE AGRICULTURAL SECTOR IN THE CARIBBEAN (FEM228) is part of the sixth cycle of evaluations resulting from the October 2002 decision of the Management Board of the Inter-American Agency for Cooperation of and Development (IACD) of the Organization of American States (OAS) to set in place an Evaluation Mechanism for the projects it funds in the Member States of the OAS, through the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI).

Background

The project under evaluation is the ‘Strengthening of the Tourism Sector through the Development of linkages with the Agricultural Sector in the Caribbean’ which was designed for implementation during the three year period (April 2005 – March 2008)

The goal of the project (or integrated development general objective) as presented to the OAS/IACD was ‘promote increased linkages between Tourism and Agriculture that will create economic opportunities, build resilience in rural communities and enhance the sustainable development of both the tourism and agriculture industries’. Project activities were designed to increase trade in agricultural goods and services to the tourism sector; to establish partnerships between communities and the tourism industry; to identify and possibly introduce new and unique agro-tourism products and services with a view to expanding and diversifying the tourism product mix beyond ‘triple ‘S’ (sea, sun and sand).; to increase awareness and improve the capability of stakeholders to comply with international tourism and safety and service standards; and to improve access to tourism marketing and promotion programmes.

The project was proposed by the Government of Barbados on the basis of its policy for sustainable tourism development to be coordinated and executed by the IICA Office in Barbados which had established an Agro-Tourism Linkages Centre in 2004.

Seven countries (Barbados, Commonwealth of Dominica, Guyana, Jamaica, St. Kitts & Nevis, Suriname and Trinidad & Tobago) participated in the project, a fact that made implementation of the project complex.

International and regional context.

Agro-tourism, interpreted as a linkage system between tourism and agriculture sectors, has been hailed as one of the ‘fastest developing tourism models’ in the world. The World Tourism Organization (WTO) estimates an annual growth of approximately six percent (6%) for agro-tourism as against two percent (2%) for tourism in general.

The Caribbean is defined ‘as the most tourism intensive region in the world’ yet since 2005 the sub-region’s global market share has been declining. In that year, the Caribbean’s estimated share of total world demand was, at zero-point-seven (0.7) per cent, the lowest for all regions. The contribution of tourism to the GDP of Caribbean countries in 2004 was estimated at fifteen percent but studies have estimated an economic leakage¹ of earnings from the regional economy as high as seventy-five percent.

Agriculture had historically been the dominant economic sector of the region. The sector was developed in response to external demand. The trade liberalization fuelled by globalization and the emergence of other international suppliers of these agricultural products have wrought major decline in the regional

¹ Economic Leakage occurs when all of the foreign currency earned through tourism does not remain within the host country

agricultural export trade. The contribution of the agricultural sector to GDP is now [2008] less than eight percent (8%) in many of the smaller countries of the region. Concomitantly there has been significant increase in imports into the region of agricultural products.

Diversification of products has been the response in both the tourism and agricultural sectors to the challenges of globalization and loss of competitiveness. Caribbean public and private sector leaders in tourism have sought to extend their investments into the emerging niche markets of ecotourism, cultural and heritage tourism and most recently, agro-tourism – which encompasses aspects of the three aforementioned tourism forms.

The regional context within which this project is implemented is characterized therefore by the efforts to provide sustainability to both sectors – tourism and agriculture - by increasing their reliance and interdependence on each other.

Project Design (rated excellent)

The multi-national nature of the project required the staging of regional activities – consultancies, seminars, training, communication technologies - and the duplication of the same activities in seven countries.

The project is designed around the goal of promoting increased linkages between the tourism and agricultural sectors in the region. It is designed to impact positively on the trade in goods and services between the national and regional agricultural and tourism sectors; diversifying the tourism product; improving the quality of tourism services; and improving access to tourism marketing and promotion programmes.

Project designers staged activities that brought agricultural producers and purchasers together in strategic alliances, improved the knowledge and skills of chefs and promoted quality and safety standards. These activities were well defined and practically sequenced. Specific targets were set against which the impact of the project could be assessed. The basis of the selection/estimations of these targets is not clearly identified in the project background information. However 'data gathering was one of the first activities of the project.

Relevance of the Project (rated excellent)

The relevance of the project is evaluated by examining the correlation of its development objectives and the requirements of its beneficiaries, country needs and donor priorities. The project goals and purpose are congruent with international and regional stated policies for the diversification of its tourism product, the vitalization of its agricultural sector. The project is also relevant to both small business and rural development.

Effectiveness of the project (rated 'good')

The effectiveness of the project is partially evaluated on the basis of its achievement of developmental objectives - the outcomes, which were 'increased linkages between Tourism and Agriculture; create economic opportunities; build resilience in rural communities, and enhance the sustainable development of both the tourism and agriculture industries'

There is no apparent basis on which the impact of the project can be measured. Baseline data as to the trade levels, number of communities in partnerships and the number of agro-tourism products and services is not available nor have these measurements been made at the end of the project. The absence of relevant pre- and post-project data made evaluation of the achievement of the project's stated developmental goals difficult.

The project showed excellent achievement of its expected outputs. Its summary results include the hosting of twenty-eight national workshops and meetings; four regional workshops; the conduct of fifteen

studies; contracting of Caribbean consultants for some forty-one consultancies; the preparation of fourteen Investment Profiles for new agro-tourism projects in the Caribbean.

The project also generated six new Knowledge Products to include: a 20-minute video documentary showcasing rural tourism; a training manual on how to establish an agro-tourism attraction; a training manual on developing partnerships between farmers and buyers in the hotel sector; a trade platform for e-commerce; a new Caribbean agro-tourism website, and a website with interactive maps showing unique agro-tourism sites and attractions of each country.

Efficiency of the project (rated 'excellent')

The project cost seven hundred and eighty-four thousand, five hundred dollars (US \$784,500) to implement: OAS/FEMCIDI - US \$412,500/53%; Counterpart - US \$372,000/47% (IICA - US \$144,500/18% / Countries - US \$227,500/29%)

External project funding/OAS proved adequate and the relatively large percentage (47%) of counterpart funds was made available. Consultancy costs were approximately fifty-seven percent of expenditure; travel accounted for thirty percent. All funds were efficiently utilized.

The project was administratively well managed. The offices of OAS and IICA in participating territories collaborated extensively with the project management team at IICA in Barbados. There appeared to be no major financial challenges.

Sustainability of the results achieved (rated 'excellent')

The sustainability of the results is guaranteed by:

- The ratification of agro-tourism policies at the highest levels of regional governments – at CARICOM and OECS Ministerial conferences. The levels of collaboration existing between IICA, national governments, and regional and international NGOs involved in agro-tourism
- The establishment of multi-stakeholder national agro-tourism committees in all participating countries and the practical involvement of Ministries of Agriculture and Tourism in the development and funding of agro-tourism strategies
- The pursuit of financing by a number of entrepreneurs interested in actualizing the agro-tourism investment profiles and the continuation of the relationships established through this project with IICA, Ministries of Tourism and Agriculture, and/or national Agro-tourism Committees.

Best practices, lessons learned, and factors of success, difficulties

Difficulties for project evaluation and implementation

- Simultaneous programming in seven (7) IICA offices across the region proved challenging. Existing institutional and/or national priorities in some instances took precedence to project activities
- Environmental factors such as floods and hurricanes and the attendant difficult logistics of travel – both internally (Guyana and Suriname) and intra-regionally – caused scheduling disruptions.
- The identification and recruitment of suitable consultants to conduct research and deliver training programmes simultaneously in seven (7) countries proved difficult in some instances

Factors of success

- The collaboration between IICA and OAS offices at both national and regional levels

- The status of both organizations with national governments and inter-governmental organizations and institutions.
- The status of both organizations with national, regional and international NGOs and the levels of collaboration and cooperation existing between them before and during the project.
- The preparedness of both private and public sectors in tourism and agriculture to find sustainable interventions to improve both their individual businesses and their contributions to the national/regional economies and well-being of Caribbean peoples.
- The ready availability of counterpart resources.

Lessons learned

- The success of agro-tourism will be dependent on the levels of development in the agricultural sector.
- Individual national considerations and realities 'on the ground' should be taken into account in regional project design to ensure that project interventions were relevant and universally applicable

Best practices

- There was a consistent use of participatory multi-stakeholder approaches to planning and programming
- The commitment to contract regional consultants for research, training and programme design guaranteed project outputs
- Strategic planning techniques, such as the development of community engagement strategies, were utilized to ensure that the results of the project are sustained and that stakeholders could identify direct and tangible benefits of the project.
- The use of ICT allowing communication between stakeholders on trade information, feasible projects and agro-tourism potential sites.
- The involvement of the media in all aspects and activities of the project
- The staging of national 'Project Accountability Seminars' involving representatives from rural communities, private sector investors and public sector institutions as a means of 'ensuring confidence and credibility' about the project/outputs.



Caribbean Agro-Tourism Website

Conclusions on the performance of the project

The 'design', 'relevance', 'sustainability' and 'efficiency' of the project are rated 'excellent'. Its effectiveness is rated 'good', only because of the difficulties to quantify the achievement of its developmental goals.

RECOMMENDATIONS

It is recommended to the IICA:

Recommendation 1.

It is recommended that IICA maintains its leadership role in the development of agro-tourism but incorporates specific national considerations in regional project design.

Recommendation 2.

IICA should seek to deepen the involvement of national coordinators in the planning and monitoring of regional projects. The establishment of regional project advisory committees with capacity to recommend 'adjustments' in the project even after the acceptance of the design phase, is suggested.

It is recommended to the Participating Countries:**Recommendation 3.**

Participating countries should ensure that knowledge products developed under this and similar projects be incorporated in the curricula of both national agricultural and hospitality training schools/institutes. IICA should be requested to coordinate the collection of these products and adapt them – if necessary – as teaching/learning tools

1. CONTEXT, OBJECTIVE AND METHODOLOGY OF EVALUATION

1.1 Context

This evaluation of the regional project 'STRENGTHENING OF THE TOURISM SECTOR THROUGH THE DEVELOPMENT OF LINKAGES WITH THE AGRICULTURAL SECTOR IN THE CARIBBEAN (FEM228)' is part of the sixth cycle of evaluations resulting from the October 2002 decision of the Management Board of the Inter-American Agency for Cooperation and Development (IACD) of the Organization of American States (OAS) to set in place an Evaluation Mechanism for the projects it funds in the Member States of the OAS, through the Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI).

This evaluation is categorized as a 'results or ex-post evaluation' and it focuses on 'the extent to which the project produced its expected outputs and therefore achieved its purpose (effectiveness), and also on the extent to which project inputs were supplied and managed and activities organized in the most appropriate manner at the least cost to produce the necessary outputs (efficiency). The evaluation also examines the design and relevance of the project, and the sustainability of its impact.

Evaluations such as this are intended to help the member states and the IACD improve the design, execution and administration of projects, and to enhance the prospects for sustainability of FEMCIDI financed projects. The aim is to achieve better performance and results in the delivery of technical cooperation.

1.2 Objective of the evaluation

The evaluation of the FEMCIDI-funded projects has several benefits for all parties involved, including²:

- General improvement of project design and execution, as well as sustainment of benefits.
- External resources of funding could be approached to obtain financing or co-financing for successful projects that could be replicated at the national or regional level.
- Patterns can be identified as to why some projects are successful and others do not reach the intended objectives. The countries, the executing institutions and the SEDI can then use this knowledge to improve project design and implementation.
- There will be better reporting to the member states and possible donors of the use of the technical cooperation resources.

The specific objective of the evaluation is the determination of the performance of the project based on the following accepted themes:

² Overview of the Evaluation Process for FEMCIDI funded Projects (6th Evaluation Cycle) April 14, 2009

- Design: the coherence, consistency, effectiveness and clarity of the project design, including existence of appropriate indicators, identification of risks, budget, etc.
- Relevance: the extent to which the development objectives of the project are consistent with beneficiaries' requirements, countries' need, and donor priorities;
- Effectiveness: the extent to which the development objectives of the project were achieved;
- Efficiency: a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results;
- Results: the outputs, outcome or impact of development activities;
- Sustainability / impact: the probability of continued long-term effects, both positive and negative.

1.3 Main component of evaluation methodology

The evaluation was conducted during July 2009 through field visits to Barbados and Guyana where the consultant conducted semi-structured interviews with the staff of the OAS Offices in both countries, the Inter-American Institute of Agriculture (IICA) and other representatives of a number of stakeholder groups. The list of persons consulted is shown at Annex 1. There were four additional sources of information:

- The FEMCIDI Strategic Plan, the rules and guidelines for the FEMCIDI Projects, the appropriate administrative information and the relevant legal documents.
- The initial Project Profile, the completed Approved Proposal with its Logical Framework, (initial assessment reports, reforestation plan, and training materials), the project reports (follow up and final reports) and financial reports to SEDI, and the reports of various meetings, seminars and conferences.
- The IICA agro-tourism website: <http://www.caribbeanagrotourism.com>
- Field observations of agro-tourism projects in Barbados and Guyana

2. OBJECT, SCOPE AND LIMITS OF THE PROJECT

The project under evaluation is the 'Strengthening of the Tourism Sector through the Development of linkages with the Agricultural Sector in the Caribbean' which was designed for implementation during the three year period (April 2005 – March 2008).

2.1 Goals and objectives

The goal of the project (or integrated development general objective) as presented to the OAS/IACD was 'promote increased linkages between Tourism and Agriculture that will create

economic opportunities, build resilience in rural communities and enhance the sustainable development of both the tourism and agriculture industries³. Project activities were designed to achieve five main purposes:

1. To increase trade in agricultural goods and services to the tourism sector
2. To establish partnerships between communities and the tourism industry
3. To identify and possibly introduce new and unique agro-tourism products and services with a view to expanding and diversifying the tourism product mix beyond triple “S”⁴.
4. To increase awareness and improve the capability of stakeholders to comply with international tourism and safety and service standards
5. To improve access to tourism marketing and promotion programmes

Five (5) main components and associated activities are identified:

- COMPONENT 1 Project Launch at National Level/ Research and Studies
 - Output 1.1: Inventory of status of linkages and available resources in support of agro-tourism linkages prepared
 - Output 1.2: Developed Methodology for delivering accurate and timely market intelligence data on demand and supply of available products and services
- COMPONENT 2 – New Product Development, Best Practices and Success Stories
 - Output 2.1: Documented case studies and videos on success stories and Best Practices in Agro-Tourism linkages
- COMPONENT 3 – Business Development
 - Output 3.1: Diagnostic Tool with Best Practice benchmarks for assessment of agro-tourism initiatives developed
 - Output 3.2: Business modules for meeting tourism demand requirements and realization of agro-tourism partnership and investment opportunities prepared
 - Output 3.3: Investment Proposals for the development of Agro-Tourism Products and Services prepared
- COMPONENT 4 – Training
 - Output 4.1: Training manuals and, where applicable and appropriate, practical tools for field use, on quality, safety and service standards and business management techniques prepared
 - Output 4.2: Established programme of on-site training and reciprocal visits between tourism industry personnel and rural communities within and between countries.
- COMPONENT 5 – Improving Market Access and Investment
 - Output 5.1: Marketing and Promotion programme for agro-tourism products and services developed
 - Output 5.2: Website, web pages and links for agro-tourism products and services developed
 - Output 5.3: Action Plan developed and support strategy elaborated for development of identified agro-tourism opportunities

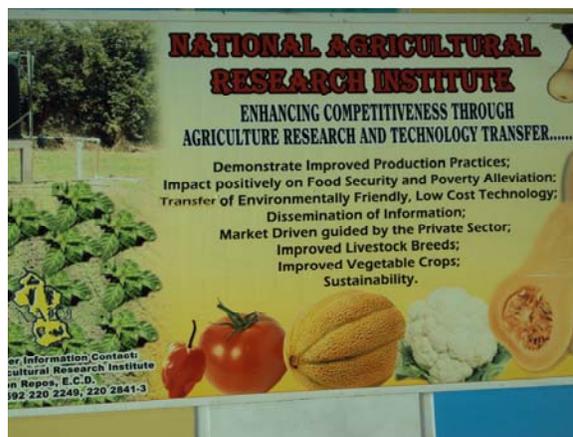
³ Logical Framework of the Proposal

⁴ Sea, sun and sand

2.2 Project proponents and executing agency

The project was proposed by the Government of Barbados to be coordinated and executed by the IICA Office in Barbados.

In its Tourism Policy Framework⁵, the Government of Barbados identifies as a critical success factor ‘the participation and involvement of stakeholders, particularly local communities and previously neglected groups, at all levels of the tourism development process.’ It calls for tourism development in the rural areas and promotes cultural development as a means of demonstrating to the visitor the special characteristics which distinguish Barbados from other destinations’. It identifies a specific role for communities to exploit the potential resources within their communities for purposes of small business development geared for the tourism industry, and further to ‘participate in activities aimed at natural and cultural heritage conservation’.



IICA is a specialized agency of the Inter-American System, and its purposes included the encouragement and support of the efforts of its Member States to achieve agricultural development and well-being for rural populations. It has an office in each of the participating member countries, supported by a cadre of regional specialists in Trade and Agribusiness, Sustainable Rural Development, Agricultural Health and Food Safety, and Education and Training. It plays a strategic role in assisting the Member States in their search for progress and prosperity through modernization of the agricultural and rural sectors.

The organization established the IICA Agro-Tourism Linkages Centre⁶ in 2004 and has forged formal partnerships with the key public and private sector players in the Caribbean tourism sector including the Caribbean Hotel Association (CHA) and the Caribbean Tourism Organization (CTO). IICA holds formal membership status on the CTO Board of Directors and CTO Sustainable Tourism Technical Committee; the Caribbean Hotel Association (CHA) and CHA Advocacy Committee; the Barbados Hotel & Tourism Association and The Culinary Alliance of Barbados.

2.3 Scope and limitations of project

⁵ Government of Barbados: ‘Green Paper on the Sustainable Development of Tourism in Barbados – A Policy Framework’, Ministry of Tourism 2001

⁶ The Centre’s mission is to maximize the linkages between the agricultural and tourism industry by facilitating trade

Fourteen countries were identified in the original project proposal as participants⁷. Only seven (Barbados, Commonwealth of Dominica, Guyana, Jamaica, St. Kitts & Nevis, Suriname and Trinidad & Tobago) confirmed their participation by expressing interest and confirming their ability to provide the identified counterpart resources.

The implementation of the project was limited by:

- the coordination challenges of conducting the same activity simultaneously (in some instances) in seven countries
- the availability of technical human resources in seven countries at the same time or during the same period
- the wide range of consultants, stakeholders and beneficiaries required for the successful execution of project activities

3. EVALUATION FINDINGS

3.1 International/regional/national context of the sector

3.1.1 The international context

The United Nations Development Programme (UNDP) interprets rural tourism as ‘any form of tourism that showcases the rural life, art, culture and heritage in a rural location, thereby benefiting the local community economically and socially as well as enabling interaction between the tourists and the locals for a more educational tourism experience.’⁸

Agro-tourism is recognized by the World Tourism Organization (WTO) as a segment within rural tourism that relates to tourism on farms. It is described as the form of tourism which capitalizes on rural culture as a tourist attraction. It is similar to ecotourism except that its primary appeal is not the natural landscape but a cultural landscape. If the attractions on offer to tourists contribute to improving the income of the regional population, agro-tourism can promote regional development.⁹

Agro-tourism, interpreted as a linkage system between tourism and agriculture sectors, has been hailed as one of the ‘fastest developing tourism models’ in the world. It has successfully developed in many countries, for instance Switzerland, New Zealand, France, Netherlands, Australia, and Austria. Although information of agro-tourism contributions in many destinations is

⁷ Antigua & Barbuda; The Bahamas; Barbados; Commonwealth of Dominica; Dominican Republic; Grenada; Guyana; Haiti; Jamaica; St. Kitts & Nevis; St. Lucia; St. Vincent & the Grenadines; Suriname and Trinidad & Tobago

⁸ <http://tourismbali.wordpress.com/2007/11/09/chapter-2-literature-reviews/>

⁹ <http://www2.gtz.de/dokumente/bib/04-5104a3.pdf>

still limited, WTO estimates an annual growth of approximately six percent (6%) for agro-tourism as against two percent (2%) for tourism in general.¹⁰

3.1.2 The regional context

The Caribbean is defined by the World Travel and Tourism Council (WTTC) 'as the most tourism intensive region in the world' yet since 2005 the sub-region's global market share has been



Visitors viewing craft items - Awpt Pic (Guyana)

declining. In that year, the Caribbean's estimated share of total world demand was, at zero-point-seven (0.7) per cent, the lowest for all regions. The contribution of tourism to the GDP of Caribbean countries in 2004 is estimated at fifteen percent but studies¹¹ have estimated an economic leakage¹² from the regional economy as high as seventy-five percent.¹³

Agriculture had historically been the dominant economic sector of the region. The sector was developed in response to external demand. Production and trading patterns in sugar, banana, rice, cocoa and coffee have been long established, based on preferential access to the developed colonial markets. Trade liberalization fuelled by globalization and the emergence of other international suppliers of these agricultural products have wrought major decline in the regional agricultural export trade reducing its contribution to GDP to less than eight percent in most of the smaller countries of the region¹⁴. Concomitantly there has been significant increase in imports into the region of agricultural products since the mid-1990s, producing a widening gap between imports and exports in respect of the food trade.¹⁵

Diversification of products has been the response in both the tourism and agricultural sectors in response to the challenges of globalization and loss of competitiveness. Caribbean public and private sector leaders in tourism have adopted sustainable tourism policies and as a result have sought to extend their investments into the emerging niche markets of ecotourism, cultural and

¹⁰ Utama G: Agrotourism Project Research (~2005) at www.gdnet.org/CMS/.../1195419933_Agrotourism_Project_Research.doc

¹¹ Mc Bain, H: Caribbean tourism and agriculture: Linking to enhance development and competitiveness; Economic Development Unit, ECLAC Subregional Headquarters for the Caribbean; Studies and Perspectives 2. 2007 <http://www.caribbeanagrotourism.com/Publications/ECLAC-2007-study-1.pdf>

¹² Economic Leakage occurs when all of the foreign currency earned through tourism does not remain within the host country.

¹³ McBain H: <http://www.caribbeanagrotourism.com/Publications/ECLAC-2007-study-1.pdf>

¹⁴ 8% in Grenada and St. Vincent/Grenadines; between 3% and 6% in Antigua/Barbuda, Barbados, St. Kitts/Nevis, and St. Lucia: www.caricom.org/jsp/speeches/44food_crops_society_bourne.jsp 2008

¹⁵ Ibid

heritage tourism and most recently, agro-tourism, encompassing aspects of the new forms. The attempt to forge linkages between both sectors – agriculture and tourism – is interesting in that the development of the latter sector was a planned response to diversify away from the former.

The regional context within which this project is implemented is characterized therefore by the efforts to provide sustainability to both sectors by increasing their reliance and interdependence on each other. By the mid-1990s, a variety of linkage programmes/projects had started to emerge in the region, inter alia:

- a Farmers Programme in Jamaica building links between farmers and hotels.
- An 'Adopt a Farmer' scheme was established in St Lucia in order for hotels to support farmers following a hurricane in 1994.
- A major hotel in Nevis revised its purchasing policies to give an association of local farmers a secure market for their produce

In addition, food festivals, safari tours and music festivals were being added to the tourism product across the region.

IICA established the Agro Tourism Linkages Centre in 2004 and by 2005 when this project was designed and its implementation started, a series of successful agro-tourism success stories were available as models and approaches to illustrate the many different kinds of agro-tourism linkages that had emerged¹⁶:

- Sales of agricultural supplies: for example to Sandals resorts in Jamaica and St Lucia, and to Sandy Lane, Barbados;
- Pine Hill Dairy juices manufactured in Barbados are sold to Caribbean Star Airlines
- Farm-based tours: e.g. Organic farming at Exotica, Dominica; Agronomic/Scientific Tours in Citrus, Belize
- Agro-heritage excursions: e.g. to Mamiku and Fond Doux/St Lucia; Belmont Estate/Grenada; Tobago Heritage Festival; Sugar Museum/Barbados; Maroon Festival/Jamaica
- Tours: Angostura/Fernandez distillery tours in Trinidad and Bacardi Rum Factory Tour in Puerto Rico – demonstrate how the sugar cane plant is used to produce rum
- Herbal usage in hotels and spas: Gallon Jug in Belize; Spas – Le Sport in Grenada, Ritz Carlton

3.2 Project Design

¹⁶ Harvey E: 'Identifying New Possibilities in Agro-tourism development in the Caribbean', IICA, 7th Annual Caribbean Conference on Sustainable Tourism Development 2005.

www.onecaribbean.org/information/documentview.php?rowid=3252

The multi-national nature of the project required the staging of regional activities – consultancies, seminars, training, communication technologies - and the duplication of the same activities in seven countries.

The project is designed around the goal of promoting increased linkages between the tourism and agricultural sectors in the region¹⁷. It sought to impact positively on the trade in goods and services between the national and regional agricultural and tourism sectors; diversifying the tourism product; improving the quality of tourism services; and improving access to tourism marketing and promotion programmes.

Project designers recognized and reacted to the fact that many unsustainable efforts to boost local agricultural and tourism linkages were plagued by a number of common weaknesses¹⁸, among them:

- most initiatives addressed either production by farmers or marketing with hotels, but not both;
- they operated in isolation instead of building strategic alliances;
- purchasers' lack of trust of suppliers;
- many chefs holding an outdated view of local agricultural potential; and also
- limited direct procurements from local producers due to health and sanitation concerns.



The project addressed all of the above issues – bringing producers and purchasers together in strategic alliances, improving the knowledge and skills of chefs and the promotion of quality and safety standards.

Activities in the project were well defined and practically sequenced. Specific targets¹⁹ were set against which the impact of the project could be assessed. The basis of the selection/estimations of these targets is not clearly identified in the project background information, but it is assumed that the design was based on IICA's experiential knowledge of agro-tourism in the region. Project designers however recognized the need for definitive baseline data and as such, the one of the

¹⁷ Logical Framework of the Proposal

¹⁸ Torres, R. (2004): Challenges and Potential for Linking Tourism and Agriculture to Achieve Pro-Poor Tourism Objectives. *Progress in Development Studies*, 4(4): 294–318.

¹⁹ 35% increase in volume of locally produced agricultural commodities traded; 50% increase in the number of communities involved in partnerships with the tourism industry; 10% increase in new agro-tourism products and services

first activities of the project was a data gathering survey on the status of linkages and available resources in support of agro-tourism linkages.

The results of the survey, mainly qualitative in nature, were used to inform the development of national agro-tourism strategies but did not modify the original targets of the project nor on the design of its activities.

The project design is rated as 'excellent'.

3.3 Relevance of the project

The relevance of the project is evaluated by examining the correlation of its development objectives and the requirements of its beneficiaries, country needs and donor priorities. The project goals and purpose are congruent with international and regional stated policies for the diversification of its tourism product, the vitalization of its agricultural sector. The project also contributed to both small business and rural development. The relevance of the project is assessed as 'excellent'.

3.3.1 Relevance to the CIDI Strategic Plan for Partnership for Development and donor priorities

The Inter American Council for Integral Development (CIDI) Strategic Plan for Partnership for Development (2006 – 2009) articulates the policies, programs and measures in the area of cooperation for development, in accordance with following objectives:

1. To strengthen hemispheric dialogue for development.
2. To strengthen cooperation for development among institutions operating in the hemisphere
3. To increase the exchange of knowledge, information, and experiences.
4. To strengthen and diversify the financing for partnership for development.
5. To strengthen regional and sub-regional integration.²⁰

The CIDI Strategic Plan identifies eight fields through which it would focus its partnership for integrated and sustainable development efforts to overcome poverty. These areas of focus are:

1. Social development and creation of productive employment
2. Education
3. Economic diversification and integration, trade liberalization and market access
4. Scientific development, and exchange and transfer of technology
5. Strengthening of democratic institutions
6. Sustainable development of tourism
7. Sustainable development and the environment
8. Culture

²⁰ CIDI Strategic Plan for Partnership for Development, 2006 - 2009

The CIDI Strategic Plan further iterates that the execution of programmes within the priority areas should incorporate, to the extent possible, in their formulation, implementation, and evaluation, the following: (a) civil society participation; (b) environmental considerations; (c) the development of human resources; and (d) gender equality and equity. The project addresses concerns a) to c).

This project (FEM-228) incorporates 'environmental considerations' and the development of human resources in its execution. It is particularly relevant to 'area of focus' 6 [Sustainable development of tourism], with relevance also to areas 1, 3, 7 and 8 (above).

The project shares with the Inter-American Program for Sustainable Tourism Development²¹ the recognition of the important role tourism plays in the economic development strategy of the [OAS] member states and contributes to the recognized need, inter alia, for them:

- to ensure the sustainable development of tourism in the Hemisphere, and
- to strengthen horizontal cooperation and to promote more effective cooperation between the public and private sectors.

3.3.2 Relevance of project to country needs

Regional/country needs have been implied in Section 3.1.2 above, and include the diversification of both the tourism and agricultural sectors, the lessening of 'leakage' from the tourism industry, and the extension of tourism economic benefits to rural communities.

The project's relevance to regional needs is seen through the acceptance that '...in the small island economies of the Caribbean, it is impossible to discuss agriculture and tourism without also ensuring that agriculture meets the needs of the hospitality industry particularly in the supply of locally-produced, rather than imported food.'²²

3.3.3 Relevance to beneficiaries

The direct beneficiaries of the project are identified in two groups:

- Sectoral
 - the tourism industry to include the hospitality and food service sectors; and rural communities
- Individuals and businesses

²¹ <http://www.oas.org/JURIDICO/english/ga-res98/eres1580.htm> - OAS Resolution adopted at the third plenary session, held on June 2, 1998

²² Hayle, C et al

- o entrepreneurs and investors, small farmers, food processors, herbal medicinal and cosmetic processors and practitioners; hotels, restaurants, and artisans and handicraft persons.

The improved availability of data on the available resources in support of agro-tourism linkages and the use of new methodologies for delivering accurate and timely market intelligence data on demand and supply of available products and services are relevant to both groups of beneficiaries. So too is the preparation of training manuals that address quality and safety and service standards in the industries and the marketing and promotion programmes for agro-tourism products and services developed by the project²³.

Entrepreneurs and investors would have benefitted from the preparation of business modules for meeting tourism demand requirements; the identification of agro-tourism partnership and investment opportunities; and the investment proposals for the development of agro-tourism products and services.

3.4 Effectiveness of the project

The effectiveness of the project is examined from two aspects:

- The effectiveness of the project in reaching its established goals/development objectives - the outcomes, and
- The effectiveness of the implementation of the project – the outputs.

Based on both aspects, the project effectiveness is rated as 'good' in that:

- the absence of relevant pre- and post-project data made evaluation of the achievement of the project's stated developmental goals difficult, but however some indications were inferred through an assessment of the benefits offered by the project.
- the project showed excellent achievement of its expected outputs.

3.4.1 Project effectiveness – outcomes

The effectiveness of the project is partially evaluated on the basis of its achievement of developmental objectives - the outcomes, which were:

- i. increased linkages between Tourism and Agriculture
- ii. create economic opportunities

²³ Regional Workshop on Enhancing Food Safety in the Tourism Sector through the Application of Good Hygiene Practices (GHP) and Hazard Analysis and Critical Control Point (HACCP) United Nations House, Barbados, 7-9 November 2007

- iii. build resilience in rural communities
- iv. enhance the sustainable development of both the tourism and agriculture industries'

These developmental objectives would have been realized through project activities if the following were achieved at the end of the project²⁴:

- 35% increase in volume of locally produced agricultural commodities traded
- 50% increase in the number of communities involved in partnerships with the tourism industry
- 10% increase in new agro-tourism products and services.

Baseline data as to the trade levels, number of communities in partnerships and the number of agro-tourism products and services is not available nor have these measurements been made at the end of the project. In addition, this project was not the only active catalyst for agro-tourism linkages in the seven participating countries and therefore could not be credited solely with any levels of success.

IICA itself recognized that 'the actual quantification of levels of trade and impacts needs specific and well planned research and documentation. This is a critical need for the further development of agro-tourism'.

3.4.2 **Project effectiveness - outputs**

The outputs identified in the original/approved project proposal are listed in 2.1. and shown in Table 1 below – along with the results of execution.

Over the three years of implementation, a number of adjustments were made to the outputs and activities of the project. The evaluator examined communication between project management/IICA and the OAS and found these adjustments specific and in-keeping with the FEMCIDI stipulation that the

amounts approved in the original project document were not altered. These adjustments related to procurement, scheduling difficulties and decisions not to pursue activities that were



A sample of a porcelain leather back turtle and finished samples in the background made and sold by a female micro entrepreneur Ms. Inniss of Matura, Trinidad and Tobago (Note: the turtle shells in the far background were found on carcasses on the beach and not derived from poached turtles)

²⁴ Logical Framework of the Proposal

being implemented by other organizations e.g. omitting the preparation of a health and wellness manual from Activity 4.1.

The results of the project²⁵ in summary are:

- the hosting of twenty-eight national workshops and meetings
- four regional workshops
- the completion of fifteen studies,
- contracting of Caribbean consultants for some forty-one consultancies;
- the preparation of fourteen Investment Profiles for new agro-tourism projects in the Caribbean
- the generation of six new Knowledge Products to include:
 - a 20-minute video documentary²⁶ showcasing rural tourism
 - a training manual on how to establish an agro-tourism attraction²⁷
 - a training manual on developing partnerships between farmers and buyers in the hotel sector
 - a trade platform for e-commerce;
 - a new Caribbean agro-tourism website²⁸ – functioning and up to date at the time of evaluation, and
 - a website with interactive maps showing unique agro-tourism sites and attractions of each country.

Table 1			OUTPUTS AND RESULTS	
		OUTPUTS (Planned)	RESULTS	
Year 1: 2006/2007				
1.1	Launch of project		Completed in each of the 7 territories between Nov'05 & Feb'06.	
	Inventory of status of linkages and available resources in support of agro-tourism linkages prepared		7 Marketing studies completed by Aug'06	
1.2	Developed methodology for delivering accurate and timely market intelligence data on demand and supply of available products and services		Completed as planned. Document reviewed and accepted by the Technical Committee	
2.1	Documented case studies and videos on success stories and Best Practices in Agro-Tourism linkages		Video documentation Aug-Oct '06. 20 minute DVDs produced Nov'06	
Year 2: 2007/2008				
3.1	National Agro-tourism strategy and action plans defined		Lead paper prepared and one day workshop staged in each country to develop the National Agro-tourism strategy and action plans	
3.2	Investment Proposals for the development of Agro-Tourism Products and Services prepared		14 investment profiles prepared – 2 for each participating countries	
3.3	Business modules for meeting tourism demand requirements and realization of agro-tourism partnership and investment opportunities prepared		- 1 regional workshop staged	
4.1	Training manuals and, where applicable and appropriate, practical tools for field use, on quality, safety and service standards and business management techniques prepared		Course manuals prepared and regional three day workshop staged – 25 trainees / links established with http://www.caribbean-agro-trade-network.com	
4.2	Established programme of on-site training and reciprocal visits between tourism industry personnel and rural communities within and between countries		Sensitization field trips to farms by workshop participants staged in 7 countries	
Year 3: 2008/2009				

²⁵ IICA: <http://argus.iica.ac.cr/Eng/prensa/IICAConexion/IICAConexion/2009/N04/default.aspx> - results were shared with stakeholders at a Project Accountability meeting held at Golden Grove Plantation House/St Kitts & Nevis March 2010.

²⁶ Video can be seen in two parts at <http://www.caribbeanagrotourism.com/Video/Video-3.htm>

²⁷ www.iica.int/Eng/regiones/caribe/jamaica/IICA%20Office%20Documents/AGROTOURISM%20WORKSHOP%20REPORT1.pdf

²⁸ www.caribbeanagrotourism.com

5.1	Marketing and Promotion programme for agro-tourism products and services developed	Inter-Agency meeting held 5th Feb '09 – planning executed for tourism and agriculture agencies to include promotion and marketing of agro tourism products and services in their programmes.
5.2	Website, webpages and links for agro-tourism products and services developed	www.caribbeanagrotourism.com Website developed – / maps and software integrated into website / training courses conducted.
5.3	Action Plan developed and support strategy elaborated for development of identified agro-tourism opportunities	7 Project accountability seminars held. 7 Community Engagement strategies available (Jan-March 2009)

The project effectiveness is rated as 'good' (although the 'outputs' aspect is rated 'excellent') based on the inability to quantify the achievement of its developmental goals.

3.5 Efficiency of the project

The efficiency of the project is a measure 'of how economically resources are converted to results'²⁹. The evaluator attempts to determine whether the same results could have been achieved at lower costs or vice versa - whether the same utilization of resources could have produced 'better' results.

Funding for the project was approved by the Management Board of the IACD in three tranches (See Table 2 below):

- March 2006 – approved the request for one hundred and nineteen thousand dollars (US \$119, 000) to be expended between April 1, 2006 and March 31, 2007.
- March 2007 - approved two hundred thousand dollars (US \$200,000) to be spent between April 1 2007 and March 31, 2008 of the request for two hundred and twenty-one thousand dollars (US \$221,000).
- March 2008 - approved ninety three thousand, five hundred (US \$93,500) to be spent between April 1 2008 and March 31, 2009 of the original request for one hundred and four thousand dollars (US \$104,000).
- The period of execution was extended to May 30, 2009 to allow for completion of reports.

Table 2 TOTAL PROJECT COSTS by YEAR

Year	Requested Amount	OAS/FEMCIDI Approved	Counterpart Funds		Total COUNTERPART	Total PROJECT
			IICA	COUNTRIES		
2006	119,000	119,000	47,500	62,000	109,500	228,500
2007	221,000	200,000	64,500	123,000	187,500	387,500
2008	104,000	93,500	32,500	42,500	75,000	168,500
TOTAL	444,000	412,500	144,500	227,500	372,000	784,500

²⁹ FEMCIDI: Overview of the Evaluation Process for FEMCIDI-funded Projects April 2008

The project cost seven hundred and eighty-four thousand, five hundred dollars (US \$784,500) to implement. OAS/FEMCIDI contributed four hundred and twelve thousand, five hundred dollars (US \$412,500/53%). A total of three hundred and seventy-two thousand dollars (US \$372,000/47%) was earmarked as counterpart funds – one hundred and forty-four thousand, five hundred dollars (US \$144,500/18%) through IICA (provision of logistical and administrative support) and two hundred and twenty seven thousand, five hundred dollars (US \$227,500/29%) through the participating countries, the latter mainly in in-kind contributions.

The following is noted for the three years of the project:

- The project was 'consultant driven'. Approximately fifty-seven percent (57%) of expenditure was for consultant services and thirty percent (30%) was for travel (consultants and regional meetings). There was minimum procurement of goods (equipment for website creation).
- The offices of OAS and IICA in participating territories collaborated extensively with the project management team³⁰ at IICA in Barbados ensuring that the project was administratively well managed. External project funding/OAS proved adequate and the relatively large percentage (47%) of counterpart funds was made available. All funds were efficiently utilized.
- There appeared to be no major financial challenges beyond the difficulties of transferring monies through the various banking systems and financial management arrangements were effective.

The project efficiency is rated as 'excellent'.

3.6 Sustainability of the results achieved

The sustainability of the results and of the benefits achieved during the project and the results achieved is rated as 'excellent'. The evaluation of the 'sustainability' is based on:

- The ratification of agro-tourism policies³¹ at the highest levels of regional governments – at CARICOM and OECS Ministerial conferences. Proposals for a Caribbean Agrotourism Strategy were presented to the joint Ministerial of 24th Special meeting of the Council For Trade and Economic Development (**COTED**) and Ministers of the Alliance for Agriculture at the Caribbean Week of Agriculture 2007. A presentation on the Strategy was also made to the 6th Meeting of the OECS Council of Tourism Ministers in Montserrat, at the request of the OECS Secretariat.

³⁰ The Project Unit at IICA in Barbados managed the following aspects of the project: Video documentation of Best Practices and Success Stories & the development of Diagnostic Tool, Development of Business Modules on Agro-Tourism Linkages, Training Programme & Manuals, Practical Tools for standards compliance and Marketing and Promotional Programme

³¹ Caribbean Agro-Tourism Strategy at http://www.caribbeanagrotourism.com/PDF_files/Ministerial%20CATS.pdf

- The levels of collaboration existing between IICA, national governments, regional and international NGOs involved in agro-tourism.
- The establishment of multi-stakeholder national agro-tourism committees in all participating countries and the practical involvement of Ministries of Agriculture and Tourism in the development and funding implementation of agro-tourism strategies
- The pursuit of funding by a number of stakeholders interested in actualizing the agro-tourism investment profiles³² and the continuation of the relationships established through this project with IICA, Ministries of Tourism and Agriculture, and/or national Agro-tourism Committees.

3.7. Difficulties; Factors of success; Lessons learned; Best practices

3.7.1 Difficulties for project implementation

The main challenges identified for the project implementation were:

- Simultaneous programming in seven IICA offices across the region proved challenging. Existing institutional and/or national priorities in some instances took precedence to project activities
- Environmental factors such as floods and hurricanes and the attendant difficult logistics of travel – both internally (Guyana and Suriname) and intra-regionally – caused scheduling disruptions.
- The identification and recruitment of suitable consultants to conduct research and deliver training programmes simultaneously in seven countries proved difficult in some instances

3.7.2 Factors of success

Five factors of success are identified:

- The collaboration between IICA and OAS offices at both national and regional levels and the their individual capacities for project management were critical to the success of the project
- The status of both organizations with national governments and inter-governmental organizations and institutions such as the CARICOM and OECS Secretariats. IICA was able to introduce approaches and strategies of agro-tourism development at the highest levels of Caribbean policy makers.

³² 14 investment profiles were prepared – 2 for each participating country. Entrepreneurs are working with IICA, Development Banks, Governments etc in attempt to secure funding. Consultant visited two of the potential sites – one in Barbados and one in Guyana. An example of these investment profiles can be seen at <http://www.caribbeanagrotourism.com/St-Kitts-Nevis/Publication/Cades%20Bay%20Agrotourism%20Enhancement%20Project.pdf>

- The status of both organizations with national, regional and international NGOs and the levels of collaboration and cooperation existing between them before and during the project.
- The preparedness of both private and public sectors in tourism and agriculture to find sustainable interventions to improve their individual businesses and their contributions to the national/regional economies and well-being of Caribbean peoples.
- The ready availability of counterpart resources.

3.7.3 Lessons learned

The main lessons learned through the implementation of this project are:

- The success of agro-tourism will be dependent on the levels of development of the agricultural enterprises involved. The two demonstration agriculture sites visited by the consultant during this evaluation required much work – improvement of access, layout, sanitation, support facilities etc. – before they should to be considered as tourist attractions. It is noted that the agricultural/manufacturing enterprises listed in [Regional context 3.1.2] as part of successful Caribbean agro-tourism initiatives were all well established before participation in agro-tourism.
- The project adopted a ‘blueprint’ or ‘one solution’ approach to agro-tourism development in seven countries – different from each other in size, topography, levels of development and direction of tourism and agriculture. Stakeholders in Guyana [for example] who had established agricultural enterprises with tourism potential expressed priority needs for direct support for marketing and promotion. Although regional in approach, individual national considerations and realities ‘on the ground’ should be taken into account in project design to ensure that project interventions were relevant and universally applicable.

3.7.4 Best practices

During the three years of execution of the project, an impressive number of best practices are identified by this evaluation:

- There was a consistent use of participatory multi-stakeholder approaches to planning and programming - engendered through the establishment of project advisory committees in each participating country. The contributions of public, private and NGO sectors were integrated to the formulation of national strategies, the development of business profiles and in the design and delivery of training programmes.

- The commitment to contract regional consultants for research, training and programme design guaranteed project outputs that were culturally relevant and helped to broaden the experience of the consultants themselves. The project ultimately helped to further prepare a cadre of regional consultants capable of meeting the managerial and technical challenges of the agro-tourism sector.
- Action planning techniques were utilized to ensure that the results of the project are sustained and that stakeholders could identify direct and tangible benefits of the project. The development and analysis of business/investment profiles facilitated the interaction of agricultural producers, tourism services providers and investors/financial services, and offered opportunities for linkages that could catalyse new agro-tourism business.
- The use of ICT is considered a 'best practice' allowing communication between stakeholders on trade information, feasible projects and agro-tourism potential sites³³.
- The involvement of the media in all aspects and activities of the project helped to heighten the awareness of not only active stakeholders and project participants but also that of the general public.
- The staging of national 'Project Accountability Seminars' [Activity 5.3] - involving representatives from rural communities, private sector investors and public sector institutions - as a means of 'ensuring confidence and credibility' about the project/outputs is identified as a 'best practice'. These seminars provided a forum for exchange of lessons learned and confirmation of the roles and responsibilities of various stakeholders in attaining sustainability of the impact and results of the project.

4. Conclusions on the performance of the project

The institutional project management capacity of the OAS and IICA offices in the seven participating countries proved effective in producing a well designed and effectively managed project and although this evaluation is unable to quantify its impact, a number of benefits to the region have been identified through interviews with stakeholders and review of project reports.

³³<http://www.caribbeanagrotourism.com/publications.htm>;
http://www.caribbeanagrotourism.com/PDF_files/Ministerial%20CATS.pdf;
<http://www.caribbeanagrotourism.com/Video/Video-3.htm>;
<http://www.caribbeanagrotourism.com/feedback/infoindex.htm>; <http://www.caribbean-agro-trade-network.com>

The project encouraged national planning for the development of agro-tourism; improved the managerial capacity to manage agro-tourism ventures; and through the initiation of partnerships and networks - sensitized investors, buyers and sellers of agro-tourism trade opportunities. The project set the basis for increased entrepreneurial investment in rural sectors although at the time of this evaluation, funding for agro-tourism projects/initiatives designed through the project was yet to become available.

The 'design', 'relevance', 'sustainability' and 'efficiency' of the project are rated 'excellent'. Its effectiveness is rated 'good', only because of the difficulties to quantify the achievement of its developmental goals.

5. RECOMMENDATIONS

5.1 General recommendations

It is recommended to the IICA:

Recommendation 1.

It is recommended that IICA maintains its leadership role in the development of agro-tourism but incorporates specific national considerations in regional project design.

There is an implied assumption in this project design that all participating countries were at the same level of knowledge, understanding and implementation of agro-tourism and therefore required the same interventions for development. This assumption led to a 'blueprint' of project activities.

It is important to note that a similar OAS/FEMCIDI funded national project 'Agriculture and Tourism Linkages and Agri-Tourism³⁴ Project' executed parallel to this project (2005-2007) in Antigua and Barbuda had different objectives³⁵, an agricultural focus and involved different stakeholders³⁶ than this project did. [See Appendix 3].

In this regard, at least two stakeholders interviewed in Guyana expressed frustration of being 'overrun by consultants' [including this evaluator] with differing interests when what they required was better organization and leadership in the tourism sector, agriculture tools/equipment and resources for marketing and promotion – e.g. brochures/design, DVD production.

³⁴ Even the name of the sector was different – 'Agri-tourism' cf 'Agro-tourism'

³⁵ An increase in the percentage of 14 named agricultural commodities and other products grown and marketed into hotels and restaurants by local farming producers and the offering of farms tours as a produce promotional incentive.

³⁶ This project addressed inter alia - taxi drivers, tour operators, agricultural extension officers, safety auditors and inspectors

Recommendation 2.

IICA should seek to deepen the involvement of national coordinators in the planning and monitoring of regional projects. The establishment of regional project advisory committees with capacity to recommend 'adjustments' in the project even after the design phase is suggested.

These project advisory committees should also have responsibility of revising initial project targets [if/where necessary] in situations where the collection/collation of baseline data is done within the project.

It is recommended to the Participating Countries:

Recommendation 3.

Participating countries should ensure that knowledge products developed under this and similar projects be incorporated in the curricula of both national agricultural and hospitality training schools/institutes. IICA should be requested to coordinate the collection of these products and adapt them – if necessary – as teaching/learning tools

ANNEX 1: List of Persons Interviewed

The evaluation was conducted during the week 10-15th August 2009. Interviews were conducted with the following:

BARBADOS

Mr. Francis McBarnette	OAS Office Director
Ms Erika Watson	Administrative Technician - OAS Office
Ms. Ena Harvey	IICA Hemispheric Specialist for Agro-tourism and Coordinator - IICA/OAS Agro-tourism project;
Mr. Joey Peltier	IICA Representative in Barbados
Ms. Katrina White	Senior Economist (Ag) Ministry of Agriculture
Mr. Charleston Lucas	Deputy Agricultural Officer
Ms. Nicole N. Alleyne	Chief Tourism Development Officer (Ag)
Ms. Shanice Taylor	Tourism Development Officer
Mr. Jose Holligan	Entrepreneur

GUYANA

Mr. Ignatius Jean	Representative IICA Guyana
Mr. Dennis Moses	OAS Office Director
Hon. Pauline Sukhai	Minister of Amerindian Affairs (MoAA)
Mr. Indranauth Haralsingh	Director, Guyana Tourism Association (GTA)
Messrs. Earl John & Roland Fletcher	Consultants
Ms. Renata Chuck-A-Sang Ms. Treina Butts	President, Tourism & Hospitality Association of Guyana (THAG) Executive Director, THAG
Mr. Wilfred Jagnarine	Director Lake Mainstay Resort (LMR)
Captain Yvonne Pearson	Leader Mainstay Community
Mr. Kelvin Craig	Country Coordinator, Farmer to Farmer Programme - St. Stanislaus College Association Farm (SSCF)
Ms. Annette Arjoon	Managing Director, Shell Beach Adventures & Project Coordinator, North West Organics (NWO)
Mr. Nigel Cumberbatch Ms. Serojanie Roopnarine	Senior Scientist - National Agricultural Research Institute (NARI) Scientist – NARI
Ms. Maureen Paul	Managing Director, Hospitality Management Services, Consultant

ANNEX 2: List of Documents Reviewed

1. FEMCIDI Overview of the Evaluation Process for FEMCIDI-funded Projects April 2008
2. FEMCIDI Strategic Plan for Partnership 2006 – 2009
3. FEM228 Project proposals, execution plans, follow-up reports, final reports
4. The Green Paper on Sustainable Tourism Development in Barbados – A policy framework
5. Project outputs:
 - i. National consultant reports on training
 - ii. Community Engagement Strategies
 - iii. Reports of Regional consultations
 - iv. Strategic Plans

ANNEX 3: The OAS/FEMCIDI 'Agriculture and Tourism Linkages and Agri-Tourism Project' (2005-2007) in Antigua and Barbuda

The goal of the project is to increase the local trade between hotels restaurant and local farmers.

This increase will be evident in the following ways:

- an improvement in the quality of service delivery and the consistency of supply produce being sold to the tourism sector and an increase in the quantities of produce being purchased locally by the hotel and restaurant sector, while enhancing the competitiveness of both sectors;
- a local agriculture product line consistent with tourism sector expectations being supplied at satisfactory pricing and trading levels between the two entities, i.e. the farming sub-sector and the food-service industry (hotels and restaurants);
- the critical information and program resources necessary to enhance the communication and trading links between the two sets of business-persons in tourism and agriculture;
- an established and functional a "Code of Practice" for Good Agriculture Practices being applied by farmers, consistent with specified products targeted to the tourism sector;
- an awareness of the value of agriculture-tourism linkage and the contribution that such linkages can make to the economic growth in both sectors;
- a functioning network between participating Farmers and Chefs; and
- a Farm Tours product being sold to all interested and available tourists
- extension Officers with sound knowledge and sharp skills facilitating in the application of GAP on farm, as a market competitiveness tool.