

**GOVERNMENT OF MONTSERRAT**  
**TERMS OF REFERENCE**  
**Agriculture Development Specialist**

**Ministry of Agriculture, Lands, Housing &  
the Environment (MALHE)**

## **1. BACKGROUND**

Montserrat has a long and celebrated history of agricultural production as Agriculture has been a major pillar of economic activity for more than 200 years. The volcanic crisis which began in 1995 had a devastating effect on Montserrat's agricultural sector. The sector was one of the most affected by the unfolding events. Productive capacity, infrastructure and facilities were destroyed or rendered inaccessible.

During the twenty-five years since the onset of volcanic activities, efforts have been made to replace the infrastructure and re-establish Agriculture. It has been a slow process however, some significant achievements over the years include the construction of an Abattoir, the construction of a Public Market, the zoning and establishment of lands specifically for agricultural development.

The Department of Agriculture (DOA) within the Ministry of Agriculture, Lands, Housing and the Environment; has the mandate for agricultural development on the island and has stated its vision as; "***The premier agency for the provision of high quality dynamic agricultural development, conservation and regulatory services to primary producers, processors and the general public in support of national development.***"

The DOA is responsible for (i) direction & implementation of policy, (ii) legislation, (iii) conservation, management and sustainable utilization of natural resources and (iv) provision of professional advice on natural resources. The Department of Agriculture provides services in the areas of Agriculture (crop and livestock), Fisheries, Policy, and Legislation & Compliance.

The Department of Agriculture is headed by a Director who reports to the Permanent Secretary. The full staff complement is twenty-three (23). The Director oversees and directs the work of the Department which fall under four main strands; i) Horticulture  
ii) Veterinary

(Livestock and Poultry) ii) Agro-processing and Quality Assurance and iv) Marine and Fisheries Resources.

The work of the Ministry and Department of Agriculture is supported by a comprehensive set of laws. However, many of these laws are outdated and require revision to make them current.

In recent years, the focus of the Department of Agriculture has been on redeveloping agriculture and as such has seen the introduction of a demonstrative aquaponics system, targeted supported crop production, the drive towards improved breeds of small ruminants and pigs using artificial insemination and chill facilities geared at allowing for more targeted production for longer periods of time. Advances have also been seen in the marine environment with ongoing development of a marine spatial plan and the introduction of Fish aggregating Devices to ease some of the fishing pressures on the reefs. Efforts have also been made to expand the scope of the Abattoir to include the production of specialized cuts and semi processed meat products.

The Agricultural production environment in Montserrat is marked by a variety of characteristics which have significant implications for agricultural development.

### **Horticulture**

- Most horticultural crops are produced on holdings of land less than two acres in size.
- Most of the land now used for agriculture is sloping.
- Access to some productive areas is limited to dry-season access by 4-wheel drive vehicles.
- Major irrigation infrastructure is limited.
- The average rainfall in the north of the island is less than forty inches per year.
- Much of the land currently in use for production is held under various tenancy arrangements.
- The range of pests for horticulture now includes several species of feral animals such as fowls, donkeys and pigs in addition to wild life such as agouties and iguanas.
- Most of the farmers are over the age of fifty years.

### **Livestock and Poultry**

- Small ruminants such as sheep and goats have been traditionally kept on a semi-nomadic basis.
- Intensive commercial pig rearing is a relatively new enterprise.

- The size of Montserrat's population militates against extensive poultry and egg production.
- All commercial livestock feed has to be imported and there are few suitable storage facilities for feeds.

### **Ocean Resources and Fisheries**

- Montserrat rises very steeply out of the sea with a very narrow shelf. This means that near-shore waters are very deep.
- The predominant form of fishing is near-shore shallow shelf with small open, vessels for reef fish and coastal pelagics.
- The coastline is open around the entire island. There are no naturally sheltered harbours.
- There is a dearth of land-side infrastructure such as facilities for cleaning, storing and selling fish.
- There are few natural wet-land areas.
- Ciguatera poisoning remains a concern with some species of fish and source locations.

### **Agro-Processing**

- Some of the largest volumes of products suitable for processing come from plants that are essentially volunteer growth in untended areas of semi-natural vegetation.
- Infrastructure for commercial scale agro-processing is very limited.
- The most common system of agro-processing is cottage-craft.
- There are as yet no nationally promulgated standards for locally processed foods.

## **2. AIM**

The Aim of the services of the Agriculture Development Specialist is to assist the Ministry of Agriculture in achieving its Goal and Mission to redevelop agriculture (crop, livestock, aquaculture and fisheries) and the other natural resource sectors using traditional and emerging techniques and technologies, to satisfy local demand and to target specific markets for import substitution and export of fresh commodities and value added products, thereby promoting food security, sustainable livelihoods and foreign exchange earnings and savings.

## **3. OBJECTIVES**

The Agriculture Development Specialist will develop, recommend and implement strategies, policies, legislation and projects which will achieve the following Objectives;

1. Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects, and taking climate change into account.
2. Improve access to farm lands, through establishing and maintaining agricultural infrastructure (roads, drains, irrigation systems, dams etc.).
3. Incentivize and support the production of high quality processed and semi-processed food products for local use and export, through the operations of the abattoir, food processing facilities and cottage industries by 2021.
4. Conserve and sustainably manage environmentally-sensitive marine resources through improved data gathering systems and implementing marine spatial planning and monitoring systems by 2021.
5. Encourage the involvement of young recruits into the sector through demonstrating and piloting coupled with targeted incentives and initiatives.
6. Extend the availability of local food products through increased chill and dry storage capacity.
7. Develop and maintain a modern regulatory regime for oversight of agro-processing by 2022.
8. Facilitate the exports of fresh agricultural produce.
9. Develop a comprehensive policy framework geared at achieving the programme objective of the Department of Agriculture by 2021.
10. Reduce the impacts of pests, diseases and feral animals on crop and livestock production.

#### **4. SCOPE OF WORK**

The Agriculture Development Specialist will be responsible for assisting the DOA in achieving its objectives and specifically carrying out the following:

- (1) Preparing a new Agricultural Strategy geared at achieving the DOA's strategic objectives by (i) reviewing the existing Agricultural Strategy and Marketing Plan for performance; (ii) working with the Department to update the agricultural development strategy for the short to medium term to boost food production and productivity, (iii) identifying the economic and social consequences of implementing the strategy (iv) developing an action plan to implement the objectives of the strategy (v) developing a Marketing Strategy and campaign to encourage the use of local produce.
- (2) Identifying project areas, prepare project proposals and develop, coordinate and implement project activities to enhance agricultural

development across the full remit of the Department, and for the fulfillment of the Objectives outlined in this Terms of Reference.

- (3) Providing advice and information relating to agriculture development to farmers, the public, and line management. This includes researching material for production and presentation on radio programmes, social media and newspaper articles.
- (4) Assisting the Department of Agriculture with reviewing outdated laws and regulations and drafting updates for review and agreement by Attorney General Chambers.
- (5) Accomplishing business development activities, marketing opportunities and plans by collecting, analyzing, and summarizing data and trends and implementing sales plans.
- (6) Actively pursue avenues for raising funding for agricultural projects and programmes, through the development and submission of proposals and funding applications to relevant institutions and agencies.
- (7) Assist with coordinating and conducting rapid post-disaster assessments of natural resource and environmental assets to inform the amount and variety of relief measures required and to make recommendations for mitigation in the future.
- (8) Assist with the preparation of the Departments annual work plan outlining activities and budget for the year.

NB: This Scope of Work is fully detailed in the Job Description.

## **5. KEY DELIVERABLES**

The Agriculture Development Specialist shall deliver:

- i) A final Agricultural Policy, Strategy and Plan document;
- ii) An Action Plan for the implementation of the Agricultural Strategy.
- iii) An Agricultural Marketing Strategy and campaign to encourage increased use of locally produced products.
- iv) Fully developed project proposals (based on the new Strategy or identified needs of the DOA).
- v) Avenues identified for raising funding for Agricultural projects and programmes, and acceptable representation for successful fund raising.

- vi) Successful Implementation of approved projects.
- vii) Updated policies & legislations.
- viii) An Outreach/Communication Strategy geared at educating and energizing stakeholders.
- ix) Capacity building sessions in team work and personal effectiveness for technical staff.

## **6. QUALIFICATIONS, SKILLS & EXPERIENCE**

### **Education**

- o A first degree in Agriculture or Natural Resources Management. A post graduate degree in Agriculture or a related discipline would be preferred.

### **Experience**

- o At least ten (10) years of experience at a senior management level in Agricultural Development or related areas, preferably in the Caribbean region or similar environment.
- o Experience in working in project development and management and implementation.

### **Knowledge**

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- o Training in project writing and management.
- o Research, analytical and problem-solving skills.
- o Report writing.
- o Good knowledge of Good Agricultural Practices (GAP).
- o Good knowledge of the global influences on Natural Resource Management and Development
- o Budget formulation and management
- o An understanding of Government Legislation and Regulations

### **Skills**

- o IT – Word processing, Excel, PowerPoint, Statistical analysis
- o Natural resource policy formulation and development
- o Presentation/report writing skills
- o Technical report writing.
- o Project cycle management and implementation.
- o Research and analytical techniques.
- o Excellent oral and written communication skills.

- o Self-motivated and be able to motivate others.
- o Quality control.
- o Time management and multi-tasking

### **Abilities**

- o Ability to advise on the content of related legislation
- o Ability to interpret legislation and regulations
- o Ability to effectively interact at all levels
- o Ability to coordinate the work of multi-disciplinary and multi-sectoral specialist/technical teams
- o Ability to mobilize others through vision and example
- o Ability to work with minimum supervision

## **7. REMUNERATION/COMPENSATION**

The total Remuneration package is EC\$210,000(taxable) inclusive of Basic Salary and Allowances.

## **8. TERMS OF ENGAGEMENT**

The terms of engagement will be for contractual period of two (2) years.

## **9. REPORTING & MANAGEMENT ARRANGEMENTS**

The Agriculture Development Specialist will report directly to the Director of Agriculture. The Permanent secretary would provide general oversight.

Quarterly Progress Reports will be submitted to the Director of Agriculture, the Permanent Secretary and the Minister of Agriculture.

Management of funding for this Advisor will be done by the Human Resources Management Unit, Office of the Deputy Governor.

Other key stakeholders include other GoM Departments, the National Trust, the Farmers' Association, the International groups to include The Organization of eastern Caribbean states (OECS); Caribbean Research and development Institute (CARDI) The Caribbean Regional Fisheries Mechanism (CRFM) and the Caribbean Community (CARICOM).