

## Agricultural programs prioritized in the integral development plan of the municipality La Palma

### Programas agropecuarios priorizados en el plan de desarrollo integral del municipio La Palma



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#### ABSTRACT

In the context of the VII PCC Congress, the conceptualization of the Economic and Social Development Model, the Economic and Social Development Plan until 2030: vision of the nation, strategic axes and sectors and the guidelines for the period 2016-2021 was presented. They ratify the importance of strategic development planning processes, with exit in programs and projects, the agricultural and livestock sector as one of the strategic sectors, the importance of the value of endogenous and exogenous resources, as well as the need for empowerment of local governments. The general objective of the research is to design the agricultural and livestock programs prioritized in the Integral Development Plan of the municipality of La Palma, based on their contribution to the enhancement of endogenous and exogenous resources, with a long-term vision. To this end, the theoretical and methodological foundations linked to the design of the

#### RESUMEN

En el marco del VII Congreso del PCC, fue presentada la conceptualización del Modelo de Desarrollo Económico y Social, el Plan de Desarrollo Económico y Social hasta 2030: visión de la nación, ejes y sectores estratégicos y los lineamientos para el período 2016-2021. En ellos se ratifica la importancia de los procesos de planificación estratégica del desarrollo, con salida en programas y proyectos, el sector agropecuario como uno de los sectores estratégicos, la importancia de la puesta en valor de recursos endógenos y exógenos, así como la necesidad de un empoderamiento de los gobiernos locales. El objetivo general de la investigación es diseñar los programas agropecuarios priorizados en el Plan de Desarrollo Integral del municipio La Palma, en función de su contribución a la puesta en valor de recursos endógenos y exógenos, con visión a largo plazo. Para ello se sistematizan los fundamentos teóricos y metodológicos vinculados al diseño de los

Integral Development Plans are systematized, the agricultural and livestock sector of the municipality of La Palma is characterized and the prioritized agricultural and livestock programs are elaborated in the municipality of La Palma.

**Keywords:** plan; program; agricultural and livestock development; territorial planning

Planes de Desarrollo Integral, se caracteriza el sector agropecuario del municipio La Palma y se elaboran los programas agropecuarios prioritizados en el municipio La Palma.

**Palabras claves:** plan; programa; desarrollo agropecuario; planificación territorial

## INTRODUCTION

Local development and its planning with a strategic focus is consolidated as one of the fundamental issues in the public agendas of territorial governments, according to the use of their potentials and the solution of local problems that contribute to improving the quality of life of the population (Antonelli, 2014; Cano Torres, 2016; Cevallos Romero, 2017; Valenzuela, 2003; Vázquez Barquero, 2000).

In the framework of the VI Congress of the PCC in April 2011, the "Economic and Social Policy Guidelines of the Party and the Revolution" were approved to update the Cuban economic model, taking into account a set of external and internal factors. The guidelines are aimed at guaranteeing the country's economic development and raising the standard of living of our population.

In this context, a set of measures for the management of the economy has begun adopted, which undoubtedly introduce a different dynamic in the development process of the territories; among the main measures are (Castillo, 2015; Guzón, 2006; Urgellés Cardoza, 2010):

- The structural transformations and in the functioning of the agro-livestock sector, for example, the Issuance of Decree-Law 259 on the delivery of idle state lands in usufruct, with the aim of increasing food production and reducing imports", a measure that has implied transformations in the use and occupation of both urban and rural land and the appearance of new territorial actors.
- The beginning of an important group of industrial investments of strategic character as for the future development of the country that involve several municipalities".
- During 2010, self-employment is promoted, which leads to an increase in the number of actors associated with this non-state form of economic management.
- The municipal initiative for local development is promoted, which demands from these territories the capacity for the development of local projects, conducted by the Municipal Administrative Councils, especially those related to food production, which constitutes a work strategy for municipal self-sufficiency, favoring the

development of mini-industries and service centers, where the principle of financial self-sustainability will be the essential element of this effort, harmoniously compatible with the objectives of the plan of the national economy and municipalities.

In order to promote articulation between these elements and contribute to the empowerment of municipal governments, the Ministry of Economy and Planning and, together with the Institute of Physical Planning, are promoting the design of Integral Development Plans in a group of prioritized municipalities, which began with the figure of 11 and currently reaches 29, distributed in all provinces of the country.

Within the framework of the VII Congress of the PCC, the following documents were, among others:

- Conceptualization of the Economic and Social Development Model.
- Economic and Social Development Plan until 2030: vision of the nation, strategic axes and sectors.
- Guidelines of the Economic and Social Policy of the Party and the Revolution 2016-2021.

They ratify:

- The importance of strategic development planning processes with outputs in programs and projects.
- The agro-livestock sector as one of the strategic sectors.
- The importance of valuing endogenous and exogenous resources.
- The need for local government empowerment.

In this sense, the authors were able to verify in their preliminary research, in the municipality of La Palma, that there are important socioeconomic potentialities with emphasis in the agro-livestock sector, that put in value, with a long-term vision, could generate important contributions to the improvement of the quality of life of the population.

The general objective of this work is to design the agricultural programs prioritized in the Integral Development Plan of the municipality of La Palma, based on their contribution to the value of endogenous and exogenous resources, with a long-term vision.

## MATERIALS AND METHODS

The methods and techniques used in the research process are:

Empirical methods:

- The main technical resource used for research is the Bibliographic Review. This is used for the study of the theoretical-methodological foundations on the design of the Integral Development Plans.
- The Documentary Analysis is applied, it is used for the valuation of the bibliographic material, related to the different conceptions on the territorial planning and the local development. Documents of an institutional nature, previous research carried out that touches on different aspects of the phenomenon to be studied in its entirety, statistical information and other instruments for collecting information are used.
- The Measurement method is used to obtain quantitative information

that allows us to structure agricultural programs. Descriptive statistics are used.

Theoretical methods:

- Starting from the dialectical-materialist method, which is the method par excellence of the Marxist political economy, the new requirements, that the current national and international conditions impose on territorial planning and local development, were founded.
- This method allowed to apply different instruments such as the use of the abstract and the concrete. The abstraction for the analysis and decomposition of the object of study, as well as the induction-deduction to determine generalities and regularities of the process of design of agro-livestock programs as part of the PDIM.
- The historical method was used to determine the evolution and trends of territorial planning and local development, taking into account their particularities in the context of the construction of socialism in Cuba. The procedures to be used are the analysis and synthesis for the decomposition of the functioning of these objects in their diverse parts and the establishment of the relations between them, as well as to determine the fundamental causes of the problems diagnosed in the design process of the PDIM as part of the territorial planning.

## RESULTS AND DISCUSSION

### General Fundamentals of the Municipal Integral Development Plan (PDIM)

In 2011, the final draft of the "Economic and Social Policy Guidelines of the Party and the Revolution" was approved to update the Cuban economic model, taking into account a set of external and internal factors. The purpose of the guidelines is to guarantee the economic development of the country and the raising of the standard of living of our country population.

In this context, they have begun to adopt a set of measures for the management of the economy, which undoubtedly introduce a different dynamic in the process of development of the territories, among the main measures are:

- Structural transformations in the functioning of the agricultural sector, such as the Issuance of Decree-Law 259 on the delivery of idle state lands in usufruct, with the aim of increasing food production and reducing imports, a measure that has implied transformations in the use and occupation of both urban and rural land and the emergence of new territorial actors.
- The beginning of an important group of industrial investments of strategic character as for the future development of the country that involve several municipalities.
- During 2010, self-employment is being promoted, which means that the number of actors associated with this non-state form of economic management is increasing.
- The municipal initiative for local development is promoted, which

demands from these territories the capacity for the development of local projects, conducted by the Municipal Administrative Councils, especially those related to food production, which constitutes a work strategy for municipal self-sufficiency, favoring the development of mini-industries and service centers, where the principle of financial self-sustainability will be the essential element of this effort, harmoniously compatible with the objectives of the plan of the national economy and municipalities.

- Increase in housing construction by own efforts, associated with the liberalization of the sale of construction materials, granting subsidies and credits for housing construction.

The transformations to which the territory is subject with the implementation of these processes and others to be developed as part of the implementation of the guidelines are therefore recognized; it is necessary to update the general plans of Territorial Organization of the municipalities of the country, which has been endorsed in guideline 120: "The quality and hierarchy of the general plans of Territorial and Urban Ordinance will be raised at the national, regional and provincial levels; their integration with the medium and long term projections of the economy and with the Investment Plan, taking into consideration the seismic risks and other natural disasters. Guarantee the depth, agility and timeliness of responses in the obligatory consultation processes, highlighting territorial and urban discipline".

In order to meet these objectives in accordance with the country's economic and social context, the plans must deepen the analyses referred to the development

of the production of material goods, the protection of the environment and the quality of life of its inhabitants.

It is essential to optimize and develop the potentialities in a coherent and harmonious way in correspondence with their natural and social resources, with the social and institutional contribution in its different levels and to develop a process where, really, the results and indicators to be reached are precise as part of the global process of the municipality that will be denominated Municipal Integral Development Plan (PDIM).

To carry out the exploitation of municipal resources as part of a strategy aimed at strengthening the local level, it is necessary to take into account a basic concept: sustainable development, having as dimensions: economic, social, technological, environmental, cultural, spatial and political sustainability, which will allow not only a projection of five years (temporal scope foreseen in its first stage for the guidelines), but be consistent with its deepening in the medium and long term.

In correspondence, it will be necessary to implement an endogenous development strategy, which arises from the capacity of the population, of a territory to lead its own development, by means of the mobilization of its endogenous potential and with the objective of improving the standard of living (Núñez Jover & Alcazar Quiñones, 2016).

The general objective of the methodological procedure is: To guide the process of elaboration of the country's MIDPs, starting from the transformations of the territory and the implementation of the economic and social policy guidelines.

Its usefulness is based on the need to have a tool that allows greater control over the use and destination of the soil and induce a harmonious development of the territory, linked to the plan of the economy and that enhances the economic-productive base. The elaboration of the PDIM is proposed, elaboration of which will have to be carried out from the procedure described in this document.

The premises that must be taken into account for the updating and implementation of the plans are the following:

- The guidelines of the Economic and Social Policy.
- Necessary link between the Territorial and Urban Organization Plan in the municipality and the Territorial Economy Plan.
- Implementation of local development initiatives (IMDL, decentralization projects, Mayari project, among others).
- The need to increase the autonomy of the Municipal Government.
- Improve the elaboration of the Economy Plan from the municipal level.
- Implementation of the procedure for the progressive elaboration of IDPs in selected municipalities. Prioritize municipalities with special situations such as: food vulnerability, demographic imbalances and unemployment.
- Development of sectoral policies and programs at the municipal level, according to their potentialities and restrictions (Torres Páez, 2014, 2016).

## **Work process for the elaboration of the MIDP**

The objective of this section is to guide the conduct of the different moments through which the process of elaboration of the integral development plan passes, in which six fundamental types of actors are present: governmental actors, economic-productive actors, academics and scientists, guilds, environmental organizations and the community through its different social organizations.

At each moment, one or the other actor will play a leading role.

However, as leader and general responsible for the whole process, there is the key actor: the municipal government, since it will be in charge of the coordination, promotion, management and implementation of the plan, which is decisive in the aspects of facilitating and legitimizing access to land, infrastructure, orderly development and financial resources. A permanent responsible must be appointed (the president of the CAM or a vice-president can be), while as general technical coordinators the Municipal Physical Planning Directorate and the Municipal Economic Planning Directorate are proposed.

The elaboration of the Integral Development Plan of the municipality has to go through three basic stages: territorial planning, organization-management and evaluation-control.

### **A) Stage 1: Territorial planning**

During this stage, the General Plan for Territorial Planning of the Municipality (PGOT) will be updated as a physical-spatial strategy for the achievement of local development, which will focus its analysis on the following key issues:

- The existing economic base: production of goods and services
- The natural and cultural resources of the municipality
- The available labour resources
- Energy, transport, communications, water and sanitation infrastructure
- The state of the environment, as a result of the interaction between the productive forces and the relations of production.
- The system of human settlements, possessing the productive forces and expression of its culture and identity and where the population must be evaluated as object and subject of development.

This first stage has three basic phases: preparation, diagnosis and plan.

#### **Phase 1:** Preparation

- *Call for the elaboration of the Plan:* It implies orienting the institutions and presidents of the Popular Councils of the municipality that participate in the process with the contribution of diagnoses, studies, programs, plans, objectives and ideas, whether sectorial, functional, business or corporate in the long, medium and short terms. In addition, they are integrated with the purpose of basing and articulating a plan for the municipality with its local, regional and national scopes and with the management approaches that increase the quality and effectiveness of the solutions.
- *Initial organization of the process:* It includes assessing the capacity of the entity responsible for the process to set in motion, in a coordinated and effective manner, the people, technical and financial

resources involved. This is done through indicators such as: qualified personnel (experts in the different specialties), available technical resources (infrastructure and technological support), financial resources (sufficient budget for the execution of the different activities) and inter-institutional relations (strengths needed to establish relationships and carry out activities between institutions, both vertical and horizontal).

Therefore, it is required: to identify the work team and its general coordinator; to design the execution schedule of the update; to establish the purpose of the update and the revision of previous plans and studies.

#### **Phase 2:** Diagnosis

The diagnosis allows the integral knowledge of the territory from the detection of elements, functions, processes and phenomena that explain the current situation and allow to value the existing potentialities and restrictions. The result is an integral analysis that explains the structure and dynamics of the territory and points out the potentialities and restrictions, in a hierarchical manner, on which it will be necessary to influence in order to evolve towards a desired situation.

The territorial diagnosis includes:

The retrospective analysis and diagnosis of the current situation will be developed from the 6 key themes of the PGOT, stated above, with the identification of existing potentials and constraints. In addition, the most critical, moderately critical and favorable zones for local development are identified.

In the identification of potentialities, it is recommended to carry out an analysis of the status of subordination. At what level are these resources subordinated? Do they belong to a national company, to a provincial company or to the municipality? This distinction is essential to design a realistic development strategy that takes into account the effective availability of productive resources.

For this diagnosis will be essential:

- Consult the studies carried out in the Physical Planning system, as well as by other entities, which will be applied taking into account the particularities of the municipal territory.
- Conduct work sessions with each of the actors in the territory that contribute to the plan (state entities, companies, organizations, associations, population, etc.) to identify existing problems, priority levels, and proposed solutions.
- Define basic indicators for each of the economic and social sectors.
- Build the SWOT matrix of the territory (weaknesses, threats, strengths and opportunities) or another similar method. This should allow the determination of the relationships between unresolved problems and available territorial resources.
- Submit the results of the comprehensive diagnosis to the CAM for approval.

This presentation will be developed from the identified problems in which they must be recognized:

- problematic
- causes (identify in each case the root cause)
- main social impact

- location and/or Popular Council

### Phase 3: Plan Proposals

In this stage a joint work between the interested parts and the technical specialties will have to be developed with a view to: establishing the strategic lines; defining the alternatives of structuring of the territory, evaluating them and graphing them; designing the model of physical-spatial development and graphing it in function of the selection of an economic-social scenario and the main actions to develop. This constitutes the fundamental antecedent to give way to stage II of the IDP.

This implies as a process:

- Define and approve the strategic lines by the CAM
- Define scenarios
- Elaborate the alternatives and structuring of the territory and the development model
- Carry out work sessions with each of the actors in the territory that contribute to the plan (state entities, organizations, associations, population, etc.) in order to specify the short, medium and long term projections foreseen.
- Define the actions to be carried out in accordance with the approved strategic lines and the territorial model.
- Define the basic projection indicators for each of the economic and social sectors. For example, the economic activities of the territory, companies that determine the volume of production of the municipality in physical and value, balance of labor resources, balance of land, water balance, balance of the demand for



materials for construction capacity, balance of income and expenditure of the population, etc.

- To carry out public consultation of the plan. This will allow to know the criteria of the proposals not only of the entities or organisms, but of the population. This result can be achieved through exchanges with the presidents of the popular councils and informal leaders.

In relation to the definition of the model and scenarios:

In the conformation of the integral scenarios, the scenarios on the national and provincial environment should be taken as reference, which will be facilitated by the province and the national level for the accomplishment of the works. At least two alternatives will be elaborated: a trend and rupture scenario.

- The trend scenario is the one that is likely to maintain current trends without further action. However, it includes the effects of programs already in place. Its main objective is to serve as a contrast to the rupture scenario.
- The rupture scenario corresponds to the desired scenario, which carries implicitly the philosophy and scope of the plan and indicates the direction towards which the efforts will be directed.

The territorial model should be described starting from the scenario where it is expected to be implemented. It is where the relations between the physical environment, the population, the infrastructures, the economic-productive structure and the functioning of the territory are expressed.

## **B) Stage 2: Organization-Management**

The organization for the implementation of the territorial planning of the municipality is the way in which the different constituent elements are grouped and ordered, especially their relationship and functions, based on the determination of what needs to be done; how it will be done and who will do it and where it will be located; all modelled in an investment process until 2023. The key objective of this stage is:

- Carrying out the sectorial strategic plans and the economic and territorial pre-feasibility of the investments, as well as the distribution of terms by years to 2016 and/or 2023, will make it possible to obtain as a result, in this phase, a programming of investments to be developed by each actor associated with the economic base of the municipality, according to the General Plan of territorial ordering and the defined order of priorities.

Two important premises, at this stage, refer to: ensuring that the demands of the territory are definitively included in the plan of the municipality, as well as visualizing investments or actions in general, not only from the perspective of sectorial or state programs, but integrating opportunities from the formulation of municipal initiative projects. Therefore, this does not limit the fact that IDPs can also be accompanied in their implementation by other actors that contribute to filling spaces that the plan did not achieve (e.g., cooperatives, self-employed workers, NGOs, etc.), oriented according to the defined strategic lines.

In the territorial framework, this organization includes the totality of spatially planned processes that contribute to the progress of the municipality. In order to achieve this, the contribution and actions of all the actors in the territory are required, who interact in a structured manner, in search of efficiency and effectiveness of both the progress of each sectorial plan and of the municipal integral development plan. It also implies, as a key element, the interrelation of territorial planning (General Plan for Territorial Planning) with economic planning (Economy Plan).

This stage is structured in the following phases:

**Phase 1:** Selection of the entities that must contribute and specify the projections.

The selection of agencies, which participate in the implementation of the comprehensive development plan of the municipality until 2023, must consider those of direct involvement in the production of material goods, direct induced that are linked to infrastructure networks and indirect induced, related to the Human Settlements System. This selection should be made in a participatory manner and with the exchange of criteria from the Municipal Government, Municipal University Center (CUM), and other key factors agreed by the CAM.

- Local Governments: Responsible for leading the processes of the Integral Development Plan (IDP)
- OACE: Its intervention is required in strategic areas and aspects. The participation of the central government is decisive for the articulation of local and national economic dynamics. The following are the main ones: Minag, Micons,

Minbas, Minal, Mincin, Minil, Mtss, Mitrans, Mined, Minfar, Citma, Inrh, Onei, Ipf.

- Enterprises/Entities/PLOP: Includes small, medium, large and all types (production, trade and service), including self-employed, cooperatives and other forms of non-state management as they arise.
- Educational and scientific institutions: In order to exploit or develop the potential of territories and to develop the management phase of the development plan, the proposal of actions, investments and pre-feasibility of these must be made by the companies and entities that are part of the IMP. This requires qualified human capital, in which the educational-scientific institutions of the municipal and provincial territory must intervene.
- Popular Councils: If the economic development of a locality is guided by a strategic vision of development, it must have been constructed taking into account the points of view of all the actors of the locality, within which the organized population, in different expressions, is one of the main ones. It has in the People's Councils one of its representations
- NGOs, Associations, others: Other actors present in the territory are: the NGOs, Anec, Unaicc, Sig, Uneac, etc., which represent an important support for the localities in financial and technical terms.

**Phase 2:** Strategic and sectorial projections.

Projections will be determined according to the model of physical-spatial structuring of the municipality by 2023 and the strategic lines established in the General

Plan for territorial planning (Stage I of the IMP). Each entity must establish its form of development in the short, medium and long term.

This result must include the details of the investments or other actions to be carried out and their territorial and economic pre-feasibility, integrally linked to municipal scale. The initial pre-feasibility process, foreseen in this phase, constitutes a previous step to its inclusion in the IMP and is oriented towards those investments that merit it, according to their characteristics.

The projections, in the case of the planned investments to be developed, will be stated according to type: construction and assembly, equipment, others. This classification implies the previous analysis, referring to: replacement, capital repair, rehabilitation, restoration, remodeling, enlargement and new. On the other hand, taking into account the role they play in economic and social development, they are classified in: Main investments: are those motivated by the general needs of economic and social development; induced investments: are those which, whether or not they form part of a main investment, are necessary for its proper execution, testing and putting into operation, classified as direct and indirect.

At the same time, the projections must be structured according to: the objective of each action, expected impacts; in addition, they must specify those responsible for their programs, the participants and the beneficiaries; all of this so that the programs come out with explicit cards that allow for controlling the execution or not of what has been projected. During this process, the fundamental role of the Physical Planning System is to integrate and verify that the actions and programs

planned correspond to the territorial model and the strategic lines defined.

**Phase 3:** Programme of actions and investments at municipal level.

This phase begins with the process of integration of sectorial development proposals, which will later allow the elaboration of the comprehensive program of actions and investments of the municipality. The program lists the actions and investments to be implemented, which are the basis for the final conformation of the annual investment plan in the municipality.

It is necessary that the agencies specify the actions per year and for each program that they are going to execute. Each actor or sector that contribute to the PDIM must propose and specify its information. It must be certified by the provincial representatives and the corresponding OACE.

Initially, the actions will be stated in order to see their correspondence with the strategic lines and the territorial impact. Subsequently, with a view to annual conciliation, within the framework of the process of drawing up the economic plan, it is necessary to summarize, by productive or social sector, the actions to be carried out, broken down by year.

**Phase 4:** Integral sustainability balance of the Integral Development Plan.

Its objective is to carry out an economic-financial evaluation of all the actions and investments foreseen in the PDIM, with a view to specifying elements such as: the real level of self-sufficiency of the municipality, surplus, etc. This topic will be developed by the municipal directorates of economic planning, finance and prices,

based on variables such as: demands and income.

### **C) Stage 3: Implementation-Control-Evaluation**

During this stage, the proposals are implemented in accordance with the provisions of stage 1 (PGOT) and stage 2 (includes the Programme of actions and investments at municipal level). It involves analyzing reality on an ongoing basis in order to make the necessary decisions capable of adapting the plan's determinations to the changing reality. In addition, the qualitative and quantitative analysis of compliance with the investment plan, according to the conceptual model and the monitoring of the satisfaction of local needs, will be an essential objective of this phase.

At the same time, it is necessary to consolidate the links with the sources of financing and with the sector strategies that allow us to know how the planned investments will be financed and which projects can be faced with local financing and which through the OACE. As part of this phase, four fundamental phases have been defined:

**Phase 1:** Annual reconciliation with the economy plan

It is developed annually, although it may also have five-year plans as an objective. The PLOs and the ECAIs are involved in the process.

**Phase 2:** Economic feasibility studies.

It will be carried out for those investments defined in the Program of Action and which, according to what is established in Resolution 91, require this study.

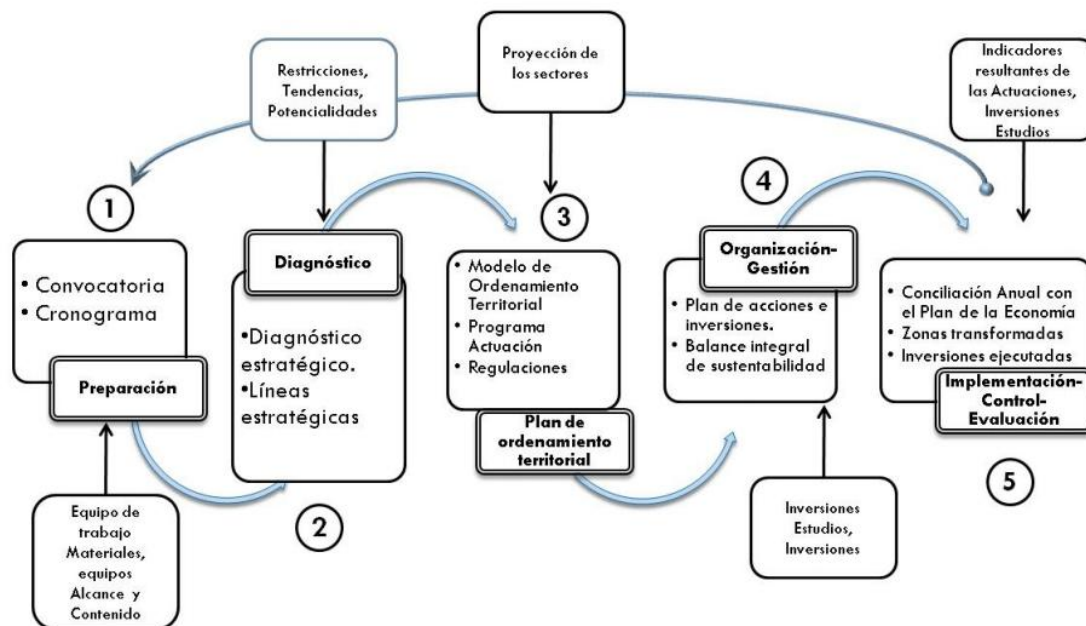
**Phase 3:** Evaluation of the plan.

This stage foresees the analysis of compliance with the implementation of the IMP, it implies the territorial analysis of the behavior of the studies, actions and investments carried out.

**Phase 4:** Updating of the Integral Development Plan.

It is proposed that, at least every 5 years, there should be an integral process of updating the plan.

For greater understanding, graph 1 shows the general flow chart of the municipality's Integral Development Plan. It shows the sequence of steps and phases to be followed for the design of this territorial planning tool, as well as the logical sequence and interrelations between its components.



**Graph 1** - General flowchart of the Municipal Integral Development Plan  
Source: IPF (2012)

### Description of prioritized programs in the agro-livestock sector

As established in phase 1 of stage 2, the relevant actors for programme construction are identified. In this case, it is decided to work with the members of the Municipal Group for Local Development (GMDL) of La Palma. The results of the application of phases 2 and 3 of the methodology for IDP design are described below.

At the meeting of the Municipal Group for Local Development (GMDL) of La Palma, the programs with development potential in the agro-livestock sector are listed, applying the brainstorming technique, and are listed below:

- Soil improvement program
- Urban and suburban agriculture program
- Vegetable health program
- Animal health program
- Miscellaneous crops program
- Seed program
- Rice program
- Forest production program
- Coffee program
- Tobacco program
- Beekeeping program
- Livestock program
- Marabou elimination program

Subsequently, a list reduction technique is applied based on a weighted vote in which each GMDL member had to distribute 12 points among the alternatives listed above, depending on the level of relevance they assigned to each program, based on their weight in the municipality's development projections.

Once the information has been processed, it is obtained that the four most weighted programs are the following:

- Miscellaneous Crops Program
- Rice Program
- Tobacco Program
- Livestock Program

### **Miscellaneous Crops Program**

Next, the design of one of the prioritized programs is described, in this case "Miscellaneous Crops", which is broken down by crops in the sets of viands, vegetables and grains, which constitute the main productions of the municipality.

The development of miscellaneous crops in the coming years will be governed, fundamentally, by the most efficient use of crops through the application of technologies that promote overall sustainability, with the implementation of new irrigation systems and repairs of existing ones.

The development will be in the viands and vegetables with destination to the population, to substitute all the possible imports, in addition to satisfying both in quantity and in assortments the growing demand of the population. Attention should be paid to fruit tree production and the necessary mechanisms should be implemented to increase tourism sales in relation to the Viñales tourist pole and the Cayo Levisa tourist resort, as indicated in the Municipal Development Strategy.

In the miscellaneous crops program of the municipality, there are enterprises and entities that, although they do not contribute to the municipality's food, are dedicated to their self-sufficiency. In this condition, we have the Empresa Forestal Integral La Palma, an establishment of the Empresa Nacional de Reproducción de la Flora y la Fauna and 9 organisms that are not in the system of Agriculture.

The increase in the production to be obtained is determined from the difference between the productions expected to be obtained with the development programme and the actual obtained in 2014. The program contemplates the production of a total of 784.52 Mt between viands, vegetables and grains, which means an increase of 48.7% in 2030 in relation to the base year (2014) and shows how, in all years, there is a sustained growth of production in the three lines. They stand out for their dynamic and volume of growth the case of the viands, supported, in addition, in the vocation of their soils and the peasant traditions of the territory.

The value of production completed in 2015/2030 exceeds 139.96 MMP at constant prices. The average annual value for the period is 8.74 MMP. As a result of the increase in

production, the program allows savings by substituting imports with the production of beans and corn.

In the years analyzed, the country saves 88 167.2 MUSD according to international market prices, since producing it in this entity implies a cost of 184.30 USD/t of beans and 68.90 USD/t of corn and if these products are acquired abroad, the value is 1 308 USD/t of beans and 1 296.00 USD/t of corn (including cost, insurance and freight to Cuba) according to Economic Information of the Central Bank of Cuba, dated 13/01/2015.

The investment plan was drawn up on the basis of the needs posed by the production structures for a total value of 12,100.4 MMT, broken down into its different components, i.e. fixed capital (construction and assembly, equipment and others), initial working capital and unforeseen expenses.

In the context of updating the Cuban economic model and as part of the local development strategic planning process, it is vitally important to design development programs in sectors prioritized for the country and the locality, such as agro livestock, for which the components associated with this process that are contained in the methodology for the elaboration of the Integral Development Plan may be useful.

Associated to the potentialities of the municipality of La Palma, the development programs in the agro-livestock sector are identified and those priorities are specified, resulting in those associated with miscellaneous crops, rice, tobacco and livestock, which are designed in their different components, with emphasis on the projection of investments and production indicators.

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