

**Project Title:** Caribbean Regional Unit for Technical Assistance

**Expected Outcomes:** Strengthened national and regional capacity in the agricultural sector

**Expected Outputs:** (i) Capacity Building of Rural Producer Organisations enhanced for more effective interventions in the agricultural sector.  
(ii) Facilitation of a sub-regional investment programme in agriculture.

**Executing Entity:** UNDP Barbados and the OECS

**Implementing Agency:** CARICOM and OECS Secretariats

#### **Brief Description**

This three-year project is a coordinated response of institutional delivery of technical assistance in agriculture and integrated rural development to selected CARICOM/OECS Member States (Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines and Trinidad and Tobago). It will also address other development issues, including poverty alleviation, gender equality and equity, sustainable livelihoods and sustainable environment and natural resources management. The overall goal of the project is to facilitate the achievement of an efficient and effective regional agricultural sector. The general objective is to strengthen national and subregional capacity to alleviate current levels of rural poverty, in the context of a strategic framework to enhance the competitiveness of the agricultural sector.

**SIGNATURE PAGE**

Country: Antigua and Barbuda, Barbados, Grenada, Guyana Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago

UNDAF Outcome(s)/Indicator(s): Food Security: Expansion of production capacities and livelihood options in rural communities

Expected Outcome(s)/Indicator (s):  
(CP outcomes linked to the SRF/MYFF goal and service line)

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Expected Output(s)/Annual Targets:

Key specialized expertise readily available to countries and farming communities. Adaptation and small-scale renewable energy options for Caribbean agriculture identified and supported for sustainable agriculture. Cocoa/nutmeg industries in Grenada rehabilitated enhancing income for rural farmers. Technical Studies in support of EPA implementation completed.

(CP outputs linked to the above CP outcome)

Implementing partner:

CARICOM Secretariat and OECS Secretariat

Responsible parties:

Programme Coordinating Unit

Programme Period: January 2009 – December 2011  
 Programme Component: MDGs and Poverty Alleviation/Eradication  
 Project Title: Caribbean Technical Assistance Unit (CARUTA)  
 Project ID: 000045241  
 Project Duration: 3 years  
 Management Arrangement: DIM

Budget (1)	\$ 1,131,501
General Management Support Fee (2 )	\$ 22,590
<b>Total Budget: (1+2)</b>	<b>\$ 1,146,091</b>

Allocated resources:

• Government	\$ 753,000
• Regular	\$ 330,000
• Other:	
○ France/CIRAD	\$ 63,091
○ Donor _____	
• In kind contributions _____	
Unfunded Budget:	\$ 155,000

Agreed by UNDP (Executing entity): \_\_\_\_\_

## SECTION 1 – BACKGROUND:

### 1.1 Context and Situation Analysis

The Caribbean comprises a region of Small Island Developing States (SIDS) characterized by differences in population, land mass, income, ethnic composition, and political status (*Table#1*). Although most of the islands are independent nations, five remain British territories (the British Virgin Islands, Anguilla, Montserrat, the Cayman Islands, and the Turks and Caicos Islands)

**Table#1 Table of selected socio-economic parameters for Beneficiary Countries**

Country	Size (sq.mls)	Population (000)	% pop. In Agriculture	GDP (USD-2005)
Antigua & Barbuda	170	70	4	10,578
Barbados	166	280	3	11,465
Dominica	291	72	24	3,938
Grenada	132	90	14	4,451
Guyana	83,000	769	28	1,048
Jamaica	4243	2780	18	3,607
St. Kitts and Nevis	100	39	-	9438
St. Lucia	237	170	11	5007
St. Vincent and the Grenadines	150	118	15	3612
Trinidad & Tobago	1979	1056	na	11,000

Recognizing that Caribbean countries face similar SIDS-specific development challenges, the Caribbean Region established regional and sub-regional organizations i.e. CARICOM and the OECS which support development cooperation among its 15 and 9 Member States, respectively. Collectively as a region and individually, Caribbean States record comparatively higher levels of development relative to other developing countries. This is consistently illustrated in high and medium human development rankings which take account of economic, social and governance indices which include life expectancy, women in parliament and literacy.

However, it is globally recognised that SIDS with small, open economies, many with limited natural resources are highly susceptible to shifts in economic conditions in global competitive markets, while being prone to natural disasters (e.g. climate change). Caribbean SIDS, in addition to these economic and natural vulnerabilities, face human development challenges which include high levels of migration, under- and unemployment, poverty, high incidences of crime and social dislocation linked to global drug trade patterns which tend to have a greater impact on vulnerable population groups such as women and youth in society, first.

A major challenge for governments of the region in seeking to reduce poverty levels is the reduction in Gross Domestic Product (GDP). Since the 1980s the region has seen a decline in Gross Domestic Product (GDP), GDP growth has declined from 5.9% to 3.3% in the 1990s and

1.4 % in the new millennium.<sup>1</sup> One of the factors affecting the negative growth of GDP is the reduction in exports between the 1980s and the new millennium. The reduction in exports can be directly related to the emergence of the World Trade Organisation (WTO) and its concomitant set of new trading agreements. These agreements reflected the changing global economy embracing *globalisation* and *trade liberalisation* as its mantras which resulted in the erosion of preferential access for Caribbean exports to European markets and to a decline in the contribution of agriculture to the economy.

Vegetables import to the region accounts to 40 % of total output and it is valued at approximately USD 40 billion per year. The food prices crises makes the issue of household food security critical and create an opportunity for a regeneration of the sector at a small and large scale.

The erosion of the safety net of a guaranteed price for primarily agricultural commodities has left these small islands scrambling to meet their developmental costs in a world that no longer provided them with a guaranteed income and social security. This new trading regime has proved particularly challenging for the small, traditional (over 300 years) labour intensive, mono-crop economies of the Caribbean. In fact in some instances it has been the death knell of banana and sugar industries as demonstrated in the following:-

- in St Kitts the government closed the sugar industry in 2005;
- the contribution of bananas to the agricultural sector declined by nearly 50% in St. Lucia;
- the contribution of bananas to the agricultural sector declined by nearly 60% in Dominica.

Despite these shifts, the agricultural sector still remains is an important contributor to Gross Domestic Product, employment and foreign exchange earnings in the Caribbean, particularly in the OECS. The two largest contributors in the agricultural sector are sugar and bananas. However in recent times agricultural output as a percentage of GDP has been in decline. At the 2007 CARICOM Agriculture Conference it was noted that” **the agriculture sector accounts for more than 15% of total employment in eleven countries and in six of these the figure is actually 25%.**”

In the recent document *Towards a Strategy for Agriculture and Poverty Alleviation in the OECS*, prepared for the OECS with UNDP support, it is stated that

“data from the decade 1996 – 2005 indicate that Dominica remains the most heavily dependent on agriculture for economic progress. In Antigua and Anguilla, due to the dominance of the tourism sector, the contribution of the agricultural sector to economic activity has traditionally been the least among OECS countries. However since 1997, as result of volcanic activity, agricultural activity in Monsterrat has been the most severely compromised because of diminished cultivable land and the inevitable contraction of the labour force available for agricultural activity. In the recent past, increases in weather-related shocks - particularly in respect of Grenada - have compounded the situation and contributed to the further deterioration of OECS agriculture.”

CDB data show that sugar output in the region fell by 24% in 2003. This has taken place within the context where the rural poor have less access to land, credit facilities, social services, adequate infrastructure and organized agriculture support services (CDB, 2004). As a result,

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<sup>1</sup> OECS Human Development Report, 2002 prepared for the OECS with UNDP support.

poverty has been exacerbated in agricultural-based economies with rural areas and their population being the most adversely affected (*Table#2*).

**Table 2: Selected Poverty Indicators for the Caribbean:**

Country	Poverty Indicator:	% below poverty line	%below the indigence line	Poverty Gap
	Year CPA conducted			
Barbados	1997	13.9	1	2.3
Belize	2002	34.0	13.4	8.7
Dominica	2002	39.0	15	10.2
Grenada	1999	32.1	12.9	15.3
Guyana	1999	35.0	19.0	12.4
Jamaica	2006	14.6	n.a	n.a
St. Kitts & Nevis	2001	31.2	14	2.6
St Lucia	2005	28.8	7.1	9.8
St Vincent	1996	37.5	25.7	12.6
Trinidad & Tobago	2005	16.7	11.2	n.a

Adapted from SPARC Project Document (April 08)

Another element to take note of with regards to the continued decline in agriculture production in the region is the impact of energy cost (oil prices) on the production cycle. The increase in oil prices on the global market has had an effect on the Caribbean's development, particularly in the agricultural sector with the experts agreeing "there is need to change our mode of production". Not only is the cost affecting the production of the crop but also the costs of transportation. Economists at a regional financial institution have gone further and said "What is necessary in the Caribbean is what amounts to the need for a green revolution in agriculture with the introduction of appropriate technology as well as adequate transportation to bring the product all the way along the food chain."

For the Caribbean it can be said that the agriculture sector contributes to three fundamental aspects of development:-

- (i) *national food security;*
- (ii) *national social stability* and
- (iii) *environmental protection.*

This sector is therefore an important contributor to rural development and the alleviation of poverty. It is therefore necessary to find solutions to rural poverty in agriculture that go beyond the traditional approaches and address in particular the needs of vulnerable groups in a

sustainable manner whilst at the same time being fully cognizant of the various external and internal factors affecting the industry.

### 1.1.1. Social Aspects of Agricultural Development:-Gender

Overall the decline in agriculture poses negative implications for the ability of the region to reach the *Millennium Development Goals* and longer term sustainable development. For OECS countries Paul (2006) contends that

*“..the further deterioration of the market for agriculture has essentially resulted in the contraction and closure of traditional industries and the increased vulnerability of livelihood systems, particularly among the disproportionately poor segment of the population most of who live in rural and agricultural areas of the OECS. Women in rural areas seem to be more susceptible to these negative impacts, as they generally constitute the majority with respect to the composition of unskilled agricultural workers..”*

An assessment of the St. Lucia Core Welfare Indicators Questionnaire-CWIQ (2004) report shows that of the major socioeconomic groups assessed, the rural poor had the worst perception of how they were faring compared to the previous year; moreover, more than 50% felt that their situation was getting worse in comparison with 37% of all other households. In addition, 17% of the rural poor reported that they always or often had difficulty satisfying household food needs. This figure is similar to that for the urban poor, but twice as many rural poor households (6%), than urban poor households (3%) reported always having difficulties. Moreover, 10% percent of FHH across St. Lucia compared with five (5) percent of households headed by men reported often or always having difficulties satisfying food needs. In Dominica following Hurricane Dean, surveys indicated that 35% of FHH were larger than men and over 40% of these could be considered as poor

Another challenge facing women is the whole question of *resilience and adaptability to change*. Generally women in agriculture have a skill set, that is usually non-transferable, which is especially seen following a major disaster. It is generally easier for males in agriculture to switch to construction related activity following a major hurricane. In Grenada following *Hurricane Ivan*, there was initial resistance in the construction market to the acceptance of females entering the predominately male construction field despite the fact that training in basic construction (roof repairs) had been provided by a number of development agencies and there was a need for skilled labour. It took the convening of a job fair and specific marketing to enable these women to be absorbed into the construction industry. (USAID pers comm.)

Economic diversification in concert with poverty alleviation has become the main thrust of recent development initiatives designed to mitigate the negative economic and social impacts of globalization and trade liberalization in the OECS. These economies, while small, are generally defined by their opening and limited manufacturing/production base. These initiatives are presumed to be gender-blind in orientation and gender neutral in effect. Nevertheless, there are indeed particular constraints that attend and inflect women’s lives differently to men, and make

them more vulnerable to poverty. Despite significant strides in training and in building productive capabilities among women, there is limited evidence that these numerous interventions have afforded beneficiaries the right of passage to commercially viable enterprises that provide for sustainable livelihoods alternatives. In St. Kitts, for instance, the re-training of displaced female sugar workers affected directly by the closure of the sugar industry, in sewing, has not immediately translated into income-earning opportunities.

### **The Youth Factor:**

Youth are not only an integral component of the productive workforce in the Caribbean, but also seen as future-decision makers. Strategies to reduce the vulnerability of this group therefore not only affect this specific population group but impacts on human security at community, national and regional levels. “It is estimated that there are over 8 million adolescents and youth living in the Caribbean sub region. Youth and adolescent issues have been on the agendas of Caribbean governments over the last decade, with most of them identifying youth, as a target for social development.

However, although this group represents a sizeable proportion of the Caribbean population, public policy on youth issues has often focused only on risk behaviour and has generally excluded the voices of youth.”<sup>2</sup> One of the ways to integrate the voice of the youth in the development process is to see them as part of the present decision-making process and not just future beneficiaries and decision makers.

CARICOM and OECS member states and Secretariats have recognize and place high priority on the issue of Youth development in recent years. There is intensified policy, programmatic and project-based activities to address issues and challenges in the context of Youth development in the Caribbean. A number of development partners, including UNDP, have, as a result, also expanded their work/response efforts in this area with a focus on engagement, empowerment, employment and long-term strategies.

### **The Agricultural Policy Framework and Strategic Plan for the OECS states**

*“The youth comprise about one-quarter of the population of the OECS. Their involvement in effecting agricultural and economic transformation is essential to the sustainability of the sector, food security and for conducting agricultural business on a competitive market oriented basis consistent with domestic and international obligations. Agriculture must be made attractive to sustain increased employment opportunities for young people by reforming and refocusing the agricultural education programmes of training institutions to meet the needs of the agribusiness sector in response to the changing consumer preferences and challenges; and providing the necessary technical support services including mechanization to enhance the competitiveness of the youth in agriculture.”*

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<sup>2</sup> ECLAC Subregional Headquarters for the Caribbean, Port of Spain Proposal: Situational Assessment and Analysis of Adolescent and Youth Population in the English speaking Caribbean

Poverty and unemployment rank fairly high amongst the challenges facing the youth. Youth unemployment levels are particularly high in St. Lucia, Dominica, St. Vincent and the Grenadines and Jamaica and in some instances represent over 50% of all unemployment. The challenges created by the lack of employment opportunities have created some pressure on the Youth forcing them into migration from rural areas to the urban areas and in some instances overseas. Thus youth migration is another factor contributing to the rural decline in many countries.

Other social/lifestyle issues that impact youth and may force their migration from rural areas would be (i) impact of HIV/AIDS and (ii) the illegal drug trade and the associated culture of quick cash. The lure of easy money and a “bling bling” lifestyle as typified through the popular media (video, music) is a stark reality that has to be addressed in any activity aimed at Youth.

The average age of farmers in the Caribbean is 50. The reengagement of Youth in agriculture is essential for the revitalisation of the sector which depends on the application of appropriated modern technologies in order to remain sustainable.

Efforts must therefore be made to attract youth to see agriculture as an alternative viable income generating activity that also addresses the myriad of social circumstances faced by young people. This can be done by equipping them with skills, knowledge and competencies and attitudes that will allow them to see agriculture as a viable option to find work and cope with an unpredictable labour market.

### **1.1.2 The Environmental Platform for Agriculture:**

#### *Physical and Developmental Characteristics:*

One of the principal contributors to the challenging task of agricultural diversification is access to and ownership of land including property transfer. In most islands there is an informal registration system of land being divided among family members through generations. Land tenure issues usually come to the forefront following a major natural disaster, when disputes occur among potential beneficiaries of assistance over the ownership of land. Other considerations are (i) the matter of the high degree of squatting which impacts access to and utilization of land and (ii) investment policies instituted by some governments to facilitate foreign development that uses the land for tourism and associated development.

In St Kitts and Nevis, following the closure of the sugar industry by government and as part of the transition process, some redistribution policies are under consideration. It is recognized however that land ownership or access alone will not guarantee the economic well-being of displaced sugar workers and rural farm households. In order to attain and sustain production profitability, a package of assistance in respect of technology transfer, credit and marketing must be delivered. Consequently, policies oriented towards the increasing farmer access to land for non-sugar agriculture must consider retraining programmes aimed at furthering self-propelled ventures for sustainable livelihoods.

In an effort to move from a non-sustainable agriculturally led productive sector, the countries of the region have embarked on different journeys to diversify their respective economies. For the



most part this has involved a foray into the services sector be it (i) provision of financial services or (ii) recreation services –tourism. Traditionally, tourism has been the pathway followed by most countries which by its very nature has provided an additional challenge to the management of land resources and terrestrial ecosystems. In fact the mantra of “ greatest economic use of land, translated into escalating costs for the price of land and a consequent loss in agricultural land through change of use for developmental purposes. With rural areas coming under greater scrutiny by other competing developmental interests inherently for use of the land, *inter alia* industry, housing, tourism infrastructure the implications for agriculture production are increasing. A byproduct of this shifting economic activity is that cultivable land and the rural labour force are being diverted to other activities. So that in some instances there is competition or displacement of the agricultural sector as the “nucleus of rural development.”

The recently negotiated and signed *Economic Partnership Agreement (EPA)* between the Caribbean and Europe is the new trading platform by which the Region must operate. The *EPA* supersedes all previous preferential trading agreements under which Caribbean bananas and sugars flourished. As the twin spheres of globalisation and trade liberalisation define the New World Order, the EPA will call for a paradigm shift in the agricultural base in the various countries of the region. The ability of the countries of the region to take advantage of the EPA will be island specific, and dependent upon a number of variables.

#### *Nature:*

The countries of the Caribbean region aside from being able to weather the various economic shocks must also have resilience to deal with the impacts of man made and natural disasters upon their agricultural sector. The size of the event does not necessarily have to be a large one (i.e. Category 3 and above) to have a major impact on the country. Belize (2008), St Lucia (2007) and Dominica (2007) represent clear examples of this, although they did not have a direct hit by a hurricane like Grenada saw significant dislocation among their rural populations. Two recent events that typify examples of the exogenous impacts upon the agricultural sector and hence the economy of the countries can be found in the St Kitts and Nevis and Grenada experiences:-

**St Kitts:** The government decided after over 350+ years in sugar cane production that in light of declining global prices and high costs to subsidies its production, to close down the industry in July 2005. This affected some 15% of the labour force and their households and families. This action was taken by the Government with reference to an evidence based approach including an *Absorption and Needs Assessment* conducted by the OECS Secretariat. To compensate for the loss of the sugar industry, the Government of St. Kitts and Nevis has embarked on a program to diversify the agricultural sector and stimulate the development of other sectors of the economy and provided a social safety net for the displaced workers.

**Grenada:** After a period of some 50 + years without a direct hit by a hurricane, Grenada was hit in two consecutive yeas by *Hurricane Ivan* in 2004 and *Hurricane Emily* in 2005. Prior to these hurricanes Grenada had a very productive agricultural productive sector including a significant spice component. In fact Grenada’s nutmeg which represents 35% of the volume output of total crops employed some 30,720 people prior to *Hurricane Ivan*. At the time, Grenada was the second largest producer of nutmeg and mace after Indonesia [to be checked]. The majority of which did not own the land in addition to possessing skills readily transferable to other sectors.

The hurricanes had a direct impact on the agricultural sector from a productive, employment and revenue earning perspective. Rural communities were significantly affected with women whom had less transferable skills hardest impacted as they could not go into alternative agricultural activities due to the widespread damage or take advantage of the new opportunities in the construction sector (rebuilding of Grenada).

The impact of *climate variability and change* on the agricultural base of the small islands of the Caribbean also has to be taken into account. Agriculture has for a long time been the mainstay of survival and economic development in many SIDS. Subsistence agriculture provides local food security, and cash crop agriculture has enabled SIDS to earn export revenue and participate in world trade. Subsistence food production is vital in small islands even within those that have limited arable land. It has been the development base for many rural families/households including affording access to secondary and tertiary education. However, arable land for crop agriculture is increasingly in short supply and the likely prospect of land loss and salinisation due to climate change and sea-level rise will threaten the sustainability of both subsistence and commercial agriculture. The projected impacts of climate change for agriculture include:-

- *extended periods of drought and/or conversely water logging of soil in some areas;*
- *loss of soil fertility which seriously affect agriculture and food security arising from, amongst other things, salination from sea-level rise.*

Much of the prime agricultural land is located on the coastal plains which are threatened by sea-level rise. Negative impacts on agriculture may lead to economic losses. However, the relative magnitude of these losses will differ among islands. Research has indicated that in Guyana a shortening of the sugarcane growing season would result in an acceleration of maturation and reduce yields by 29.8 per cent under 2xCO<sub>2</sub> conditions, in St. Kitts and Nevis climatic conditions would be too dry for rain-fed agriculture making it economically unviable, and there would be a 20 per cent decrease in productivity in St. Vincent and the Grenadines.

The demand of water for irrigation is projected to rise in a warmer climate, bringing increased competition between agriculture and drinking as well as industrial users, making the practice of agriculture more expensive. Under severe dry conditions, inappropriate agricultural practices (deforestation, chemical abusive use) will deteriorate surface and groundwater quantity and quality.

The impacts of natural disasters on small vulnerable economies of the Caribbean goes beyond the physical damage to infrastructure and includes socio economic factors including but not limited to, (i) loss of income, (ii) reduction in employment, and (iii) disruption of business . Due to the “smallness” of the islands, these disruptions are magnified.

### *Geopolitics:*

Recent unperceived threats to the global movement of people (tourism) - SARS outbreak, bird flu outbreak, post 9/11 security threats and the rising costs of fuel including aviation fuel with its concomitant increase in the general cost of living are creating new threats to the Tourism based economies of the region forcing a re-look in some instances at the agricultural sector again. When this is coupled with the recent global food crisis where (i) staples such as wheat, rice and corn have increased by 83% in the last three years (ii) food riots have occurred in Haiti and

Egypt and (iii) the Caribbean is spending USD3 Billion in food importation, the time is right for resurgence for agricultural production. The President of the World Bank has called for a “new deal” action plan for a long term boost in agricultural production.

## **1.2 Programme Description:**

Despite declines in agricultural production (including imported competition) and contributions to the economy, the sector remains of significant importance relative to the economic and social development of the Caribbean countries. This is due mainly to foreign exchange earnings, and because of its labour intensive generally unskilled employment base, which contributes significantly to sustainable livelihoods and the alleviation of rural poverty. Given the fact that agriculture is critical to national economies and for the alleviation of rural poverty and peoples empowerment this project will seek to strengthen national and subregional capacity to alleviate current levels of poverty, in the context of a strategic framework to enhance the competitiveness of the agricultural sector, whilst at the same time providing for food and social security.

In 2000, the **International Fund for Agricultural Development (IFAD)** through the Operational Strategy Committee (OSC) approved a Regional Strategic Opportunities Paper (RESOP) for the Eastern Caribbean countries and Trinidad and Tobago. The paper called for the establishment of an effective IFAD presence with cost-effective strategic interventions at the sub-regional level rather than the individual country level. As a result the OSC endorsed the proposal to create a *Caribbean Regional Unit for Technical Assistance (CARUTA)* through the provision of technical assistance (TA) grant resources.

Subsequently, a technical assistance grant of US\$753,000 was allocated by IFAD to initiate technical assistance activities over a three year period<sup>3</sup>. However due to a lukewarm response from donors the project did not get full support and languished to some extent. Reluctance among the donors was probably linked to the perception that the sub region was over endowed with institutions. The proposal was reformulated to be a collaborative and participatory mechanism to take into account concerns about proliferation of institutions and the need to enhance capacity building in the region and linked to an emerging strategy for Technical Assistance to Promote Agriculture and Rural Development (*TAPARD*).

It should be noted that the CARUTA intervention follows up on previous work done in the 1990s through IFAD financing for the Governments of St Vincent & Grenadines, St. Lucia and Dominica to implement rural revitalization projects. These projects targeted the “poorest of the poor” and the intention was to afford rural and agricultural systems increased flexibility to respond to changing market demand. The thrust placed emphasis on rural household income diversification, by way of rural enterprise development and improved/sustainable livelihood systems. In a 1994 Evaluation Report it was stated that the project *“faced several difficulties stemming from its (i) objectives, (ii) target group specification, (iii) organisation (iv) staffing and (v) implementation.”* Further the report states *women were not specifically targeted by the project nor is there any indication as to the proportion of women whom were beneficiaries.* (Paul, 2007)

The United Nations Development Programme Sub Regional Office Barbados & OECS ( UNDP SRO) advocates for an enabling environment within the countries to support efforts at poverty

<sup>3</sup> Report and Recommendation of the President to the Executive Board, IFAD, April 2001, EB 2001/72/R.26

reduction, good governance, environmental management and disaster risk reduction and mitigation (among other things) in order to support the achievement of sustainable development. In order to achieve this it will be necessary to facilitate access to new resources for investment. This assessment is in keeping with the findings in the Sub regional Country Assessment (SRCA) and Country Programme Action Plans (CPAPs) which informed the United Nations Development Assistance Framework (UNDAF) 2008-2011. The UNDAF lists one of the priority areas as poverty reduction (see MDG 1) through support to initiatives aimed at promoting food security - with gender and human-rights crosscutting - the outcome is a strengthened policy framework and improved nutrition towards higher levels of food security.

In addition, it has been recognized that there is much need for capacity-building among small holders involved in farming in the region. CARUTA is designed to respond to a number of needs within the agriculture sector and to provide technical assistance to support capacity-building in areas including research, project writing, etc.

In this regard, CARUTA will be instrumental as a cost-effective, coordinating and participatory mechanism for instituting innovative approaches for technical assistance delivery and resource mobilization. CARUTA will be complementary and in addition to other ongoing initiatives, in support of agriculture and integrated rural development in the region. It will build on the lessons learned from RUTA in Central America as well as Caribbean efforts. It will deliver timely support to country based regional needs and requirements.

### **1.2.1 Focus On Integrated Rural Development**

CARUTA will address its objectives within the context of various development issues affecting CARICOM/OECS Member States, whom are all members of the Small Island Developing State fraternity. These issues include food security, sustainable environment and natural resources management, sustainable livelihoods, employment generation, regional and global trade and social and gender equity. This will be in accordance with the *OECS Agriculture Policy and Strategic Plan of Action (2003)*.

Furthermore, in light of the most recent experience of Grenada with Hurricanes *Ivan* and *Emily* in 2004 and 2005 respectively, and the closure of the sugar industry in St. Kitts in 2005, CARUTA will have to include in its framework disaster risk mitigation and reduction issues and the need for special recovery interventions for any affected countries. In a DRR context, the agricultural sector can often serve as an engine of recovery and reconstruction and Grenada is a case in point. Support to the sector, in post-Ivan and Emily contexts, facilitated enhanced support to sustainable livelihoods particularly for rural communities.

The project and its related activities (*Section 1.3.4*) will focus on, and promote, integrated rural development in close association with agricultural development as well as with other relevant sectors and various programme areas of support to rural communities in the context of territorial development.

Operational activities in this respect will be at the national and regional levels and will be carried out within the framework of national and regional development requirements as well as the global issues impacting on agricultural production and the rural sector within the region.

At the national level the implementation of policies and operations within the agricultural and rural sectors is circumscribed within each country's development plans and strategies and is subject to increasing budgetary allocation constraints. There is also the need for close interaction with policy issues and operational activities related to social sector development, land use, food security, rural poverty alleviation, environment and natural resources management, education and training, foreign exchange earnings, regional and international trade, and other critical areas.

At the OECS level, the issue of “*strengthening the linkages between agriculture and other productive sectors of the economy*” as articulated in the *OECS Development Strategy* forms the basis on which the developmental thrust for agriculture is undertaken. In this regard, some of the key strategies<sup>4</sup> that are identified include:

- Restructuring existing marketing institutions to provide effective linkages between agriculture, and tourism, including through the development of managerial and marketing skills to ensure: (a) a high quality of local produce; (b) that the supply is regular and available; (c) that the prices of local produce are predictable and do not exceed those of imported substitutes; (d) that the units of local produce are available in sizes preferred by the sector; and (e) where necessary, to ensure that the sources and seasonalities of local produce are known to hotels and restaurants;
- Reviewing policies toward credit, infrastructure and technology to ensure that they contain no biases against agriculture;
- Promoting rural credit institutions, using new forms of collateral and to provide credit to farmers on terms that would facilitate the development of linkages;
- Formalising linkages between agriculture, tourism and financial institutions; and
- Structuring an incentives regime in agriculture, so as to encourage sound environmental management practices.

Technical assistance, especially with regard to enhancing capacity-building, is essential to facilitate the agricultural and rural sectors' input and integration within national policy, planning and development frameworks and for viability with relevance to the dynamic international environment. To be effective and sustainable, technical assistance for agriculture and integrated rural development cannot be delivered in sectoral isolation. There is a growing need for technical assistance to incorporate a territorial development focus and inter-sectoral linkages. There is also a need to mobilize resources required for broad-based development including a major role in rural poverty alleviation and sustainable environment and natural resources management. These new considerations and the increasing demands on the agricultural and rural sectors have created the need for changes in the traditional forms of technical assistance delivery, particularly with respect to the partnership arrangements required. CARUTA is designed to meet these needs.

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<sup>4</sup> See OECS Development Strategy pg. 33

### 1.3 Goal and Objectives

The overall goal of the project is: **“To facilitate the achievement of an efficient and competitive regional agricultural sector, leading to alleviation of rural poverty in the Caribbean region with particular emphasis on the OECS.”**

The general objective is:

- To strengthen national and sub regional capacity to alleviate current levels of rural poverty, in the context of a strategic framework to make the rural/agricultural sector more competitive.

Specific objectives are to:

- i. Facilitate and support the implementation of a regional agenda for rural/agricultural development and poverty alleviation through existing regional mechanisms such as the Caribbean Community (CARICOM) and the Organisation of Eastern Caribbean States (OECS), particularly at the community level;
- ii. Identify and provide support for action in new critical priority areas including conducting critical analytical work including (a) socio-economic analysis and the development of programmes and development of projects emanating therefrom and (b) identifying and categorising existing interventions in a Registration System ;
- iii. Identify and provide support to particularly vulnerable sectors of the community including rural youth and women;
- iv. Promote actions among potential partner agencies to harmonize their policies on specific themes and to deepen collaboration through priority investment programmes at the regional and national level;
- v. Provide implementation support and technical assistance to IFAD’s ongoing projects in the Caribbean region.

The total project cost of this first phase is estimated to be **US\$1,146,091.00** comprising US\$753,000 from IFAD, US\$330,000 from UNDP and other Development Partners mainly in the form of technical assistance, expertise and administrative support. The French Government, through its Mission to the OECS, has made a commitment of some €40,000 (USD63, 091) through the Consortium. It should be noted that over the past two years UNDP/SRO in Barbados has spent some US\$200,000 in funds and staff time on TAPARD/CARUTA Preparatory Activities.

#### 1.3.1 Interim activities of CARUTA:

Whilst there has been a delay in advancing CARUTA into full implementation, there have been some Preparatory Activities in the interim funded by UNDP/SRO in Barbados in two territories - St. Kitts and Nevis and Grenada. Both St. Kitts and Nevis and Grenada were in transition due to exogenous events and required emergency and rehabilitative support. The Preparatory Activities deliverables included:-

- Strategy Paper on Agriculture and Poverty Alleviation in the OECS;
- Report on the Amalgamation and the Commodity Boards in Grenada;
- A Study on Rural Producers Organisations in the Agricultural Sector in Grenada;
- Support to Women's Shade House Project in St. Kitts and Nevis;
- Support to St. Kitts and Nevis for the transition from the Sugar Industry;- May 2006
- Support to regional Workshop for women in IT and Organic Agriculture;
- Presentation to Regional Dialogue On Agriculture and Rural Life –Nov 2006;
- Reviews of “Small Scale Fruit Processing and Niche Market In the OECS” and “Study of Rural Agricultural/Producer Organisations and Services to Agriculture in the OECS”; and
- Enhanced coordination through a Consortium on Agriculture in the OECS.

### 1.3.2 Justification

In the context of a clear requirement for capacity-building in the region, coexisting with concerns about the proliferation of sub regional institutions, the original proposal has been reformulated to become one of a collaborative and participatory nature. CARUTA will be a regional project of CARICOM and the OECS with UNDP providing administrative support. In view of the limited resources available during the initial phase of the project and the urgent needs of countries belonging to the Organisation of Eastern Caribbean States (OECS) in the light of restructuring of their agricultural sectors, project activities would initially focus on OECS members.

A 2003 review of the *CARICOM Regional Transformation Programme for Agriculture (RTP)* concluded that regional coordination is urgently required. Four areas needing collaborative efforts to facilitate change were identified:-

- *Innovation and technology development to increase agricultural productivity and output;*
- *Improving the profitability and competitiveness of agricultural enterprises enabling them to take advantage of growing segments of the market;*
- *Fostering more equitable distribution of income through the creation of income earning opportunities and development of strategic enterprise alliances;*
- *Enhancing sustainable and ecologically balanced production systems to reduce vulnerability and instability while conserving natural resources and preserving the environment.*

The rationale and relevance of a coordinated, sub regional approach to technical assistance delivery, as envisaged with IFAD's support, are related to the efficiency and cost effectiveness of such an intervention, as opposed to the implementation of a series of IFAD-funded direct actions at the level of the individual CARICOM/OECS Member States. It would also complement, and is expected to be instrumental in, promoting development of a programme approach to IFAD lending in the sub region.

CARUTA is thus designed in a sub regional context for a region that urgently needs a coordinated technical assistance service to support participating countries' efforts in rural development and poverty alleviation. The unfavourable outcome of the World Trade Organization (WTO) process regarding the banana trade, coupled with the continuing uncertainty facing the sugar sector and the need for environmentally sustainable farming practices have created an urgent need to rethink current agricultural policies and programmes to ensure that sustainable livelihoods for the rural island population is maintained.

Moreover, farming practices need to be consistent with the fragile ecosystems of the islands, whose beaches and coral reefs are crucial to the tourist industry and are subject to the vagaries of natural disasters. CARUTA will focus on regional and national policy frameworks and will strengthen national capacities in critical areas such as rural and agricultural development-policy formulation, market development, community participation and privatization of services. This will compliment existing activities being undertaken through a land management programme (*LDC and SIDS Targeted Portfolio Approach for Capacity Development and Mainstreaming of Sustainable Land Management*), funded by the Global Environment Facility through UNDP Barbados and the OECS, taking place in the OECS which has focus on food security, ecosystem protection, sustainable livelihoods, use of appropriate technology and land tenure issues.

In discussions between UNDP and the CARICOM Secretariat, areas of potential congruence for CARUTA and CARISEC were identified as follows:-

- *Support for a governance mechanism and framework for the coordination of activities at the regional level;*
- *Provide technical support to formulate projects identified in the June 2007 Agriculture Donors Conference;*
- *Capacity building for Rural Producers Organisations (RPOs) in areas of (i) leadership, (ii) group dynamics, (iii) conflict resolution, (iv) financial management and (v) sustainability;*
- *Technical assistance for reorientation of extension services and personnel;*
- *Mainstreaming gender in agriculture and rural development; and*
- *Support to research including innovative and creative industries (EPA follow-up)*

### **1.3.3 Anticipated Linkages**

Even though CARUTA will initially be supported by IFAD and UNDP, an underlying strategy of the programme is to broaden the engagement of other international agencies working in the agricultural sector interested around clear priorities for a coordinated assistance package. Since approval procedures and time frames vary with each institution, it is foreseen that CARUTA management through the Project Coordinating Unit (PCU) will negotiate the technical and financial participation on a bilateral basis with each institution. This approach will avoid



complex and time-consuming multilateral negotiations. In the interim preliminary discussions have shown potential areas of cooperation/partnership with FAO activities, and the French Government has also pledged support.

*IFAD's other established technical assistance programmes:*

Through its intervention in CARUTA linkages will be created with IFAD's other established technical assistance programmes. These would include: the Central American Regional Unit for Technical Assistance (RUTA), the Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean (PREVAL), the Rural Micro-enterprise Support Programme in Latin America and the Caribbean (PROMER), the Regional Programme to Consolidate Gender-Mainstreaming Strategies (PROGENDER) and the regional on-line project network, FIDAMERICA. These linkages would create the awareness of and promote and support the implementation of IFAD's strategies with respect to these projects' objectives in the region.

*Consortium:*

CARUTA will partner with the *Consortium on Agriculture and Rural Development for the OECS*. This "entity" is an arrangement among agencies operating within the OECS, to promote agribusiness development, and scientific and technical research. The Consortium includes :- French Embassy to the OECS, the Centre de Coopération Internationale en Recherche Agronomique, Institute National de Recherche Agronomique, l'Institut de Recherche Pour Le Development, Institute de Recherche pour l'ingenierie de l'agriculture et de l'environnement, Inter American Institute for Cooperation in Agriculture (IICA), the Caribbean Agricultural Research and Development Institute (CARDI), and UNDP. Cooperation among these agencies will cover but not be limited to:

- (i) Completion of research activities and experimental achievements;
- (ii) Support with the implementation of the operations of agricultural and rural development, and transformation of the products;
- (iii) Support to completion of experimental activities;
- (iv) Scientific and technical training; support in activities of research and demonstrations such as, but not limited to, conferences, seminars, workshops;
- (v) Programme Development and Resource mobilization;
- (vi) The development of Regional cooperation; and more generally any form of cooperation approved by the parties.

*Development Partners:*

CARUTA should benefit from experiences of other inter-institutional entities established for the co-ordination of technical assistance and similar investment interventions. The establishment of working relationships and other linkages with Caribbean regional and sub-regional entities will assist CARUTA in achieving its objectives and managing its operations at the multi-country and national levels. FAO, IICA, IFAD, EU, CDB, IDB, CIDA, DfID, USAID, and the World Bank are among the main funding and technical cooperation agencies, along with the CARICOM and OECS Secretariats, CARDI, UWI, NGOs and UG, whose operations would be explored relative to possible projects linkages through collaborative and complementary activities. One potential entry point for this is the existing Poverty and Social Sector Development Donor Group (PSSDDG) part of the Eastern Caribbean Donor Group which is coordinated by UNDP.

*Civil Society:*

Collaborative linkages and partnerships will also be explored within the non-governmental organization (NGO) sphere, including but not limited to – the Caribbean Natural Resources Institute (CANARI), Networking Intelligence for Development and the Caribbean Network for Integrated Rural Development based in Trinidad and Tobago. Community organizations such as Rural Producer Organisations (RPOs) will also have a role in the implementation of CARUTA.

It is further anticipated that CARUTA as an instrument facilitating regional development through collaborative efforts in the agriculture and rural development sector in the Caribbean will be an example of donor efficiency and effectiveness as specified in the *Paris and Rome Declarations on Aid Effectiveness and Harmonisation* respectively.

### **1.3.4 Components and Activities**

CARUTA will be comprised of four (4) core components with related activities: (i) implementation of regional agenda (ii) policy analysis and research, (iii) advisory and support services (capacity building) and (iv) project coordination.

- There will be ten (10) Beneficiary Countries from CARICOM and the OECS. Specific emphasis initially will be on the OECS: *Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent* and the Grenadines and Trinidad and Tobago;
- There will be a combination of national and regional projects with some “pilot projects”. It is expected that the projects will be *catalytic in transforming agriculture and improving livelihoods*.
- CARUTA supported project activities will be undertaken on the premise of their possible *replication through horizontal cooperation* where relevant at the regional and individual country levels.
- The activities will be concentrated on *developing participatory approaches* toward the effective delivery and application of technical assistance in agriculture and integrated rural development, with a focus on rural poverty alleviation.
- *They will also address development issues related to gender and social equity, youth, sustainable environment and natural resources management and sustainable livelihoods.*

Specific operational outputs will include the following:

- Trained personnel at the sub-regional and regional levels for more effective interventions in the agricultural and rural sector;
- Strengthened regional institutional framework for policy analysis and project cycle activities;
- Technical support to donor funded ongoing projects in CARICOM/OECS Member States;

- Strategic linkages with specific CARICOM/OECS programmes and initiatives and to IFAD multicountry assistance programmes;
- Development of a sub-regional investment programme.

The Components of CARUTA are as follows:

- **Component I: Facilitating an Enabling Environment for the Implementation of Regional Agenda for Rural/Agricultural Development and Poverty Alleviation (USD 163,491)**
  - Promotion of linkages through collaboration, complementary activities, partnerships etc. with ongoing technical assistance operations and programmes of established institutions for project functions relevant to its objectives;
  - Facilitating a clearing house mechanism to assist in matters relating to agriculture and rural development in the region. This clearing house can act as a bridging mechanism between the OECS and CARICOM specific activities and could include website development and facilitating information network;
  - Resource mobilization for funding and technical assistance to assist participating countries in accessing financing for investment in agriculture and integrated rural development activities;
  - Seek to enhance the development of a regional governance mechanism and framework for agriculture/rural development;
  - Assist with development of a regional investment programme for agriculture;
  - Promotion of stakeholders' participation and harmonization of policies, resource allocation and inter institutional collaboration by bilateral and multilateral technical cooperation agencies and CARICOM/OECS institutions involved in the delivery of technical assistance for agriculture and integrated development
- **Component II: Policy Analysis and Research (USD110,000)**
  - A comprehensive review of the rural agricultural sector, relevant policies, approaches and intervention at the national, regional and international level;
  - Review and assessment of the impact of existing policies and other interventions on agriculture sector development (EPA) and on the promotion of integrated rural development to orient provision of technical and advisory services where their effectiveness will be greatest;
  - Analytical work and policy analysis on the links between rural development and agriculture and other key areas in development including the needs of rural women

- and youth, micro-enterprise development for agriculture and the potential for cottage industries for a source of rural regeneration;
- Disaster Mitigation Risk Reduction policies developed to address the impact of man made and natural disasters on the agricultural sector especially as they relate to women.
- **Component III – Provision of Advisory and Support Services for ongoing projects (including capacity-building activities) (USD310,600)**
    - Direct involvement in project preparation, implementation and evaluation, with particular emphasis on IFAD-initiated and financed projects and assistance in the preparation of a new IFAD sub regional investment programme;
    - Training to strengthen the analytical capacity of public- and private-sector institutions for policy determination, formulation, implementation, and monitoring and evaluation;
    - Support to the design of investment projects, enhance management implementation capacity and support governments in managing policy and natural emergencies;
    - Training to enhance the effectiveness of cooperatives and rural producer organisation in accessing funds, marketing crops;
    - Establishment or enhancement of website to be used as a clearing house for all agricultural matters; and
    - Implementation of projects to enhance the position of women and youth.
  - **Component IV – Project Coordination (USD 562,000)**  
General project oversight, monitoring and evaluation and direct technical assistance provided by the project coordinator

### **1.3.5 Indicative Activities:**

In accordance with the desire to focus CARUTA's activities initially on the OECS territories before rolling out to the other countries it is being proposed that the activities in the OECS would serve as 'launching platforms' into the wider region. Some activities will be national, others regional, however with the emphasis on information sharing, CARUTA information will be made available through the relevant portal. Due to the limited funds available initially partnerships and resources will be sought from other development partners operating in the region. Based upon discussions with CARICOM and OECS Secretariats following a review of the national/regional projects submitted for the Agriculture Donor Conference in 2007, an indicative list of activities has been formulated.

*Upon establishment of the Project Coordinating Unit, there will be a review of projects which will be one of the first things done through consultations with the various governments.* The additional inputs attained beyond those incorporated in the approved project budget and work

plan, would be reflected in periodic budget revisions and updated work plans which would be submitted through the Steering Committee approval.

## **1.4 Benefits and Risks**

### **1.4.1 Environmental Impact:**

CARUTA's focus on policy formulation and technical assistance delivery for agriculture and integrated rural development would promote and incorporate sustainable environment and natural resources management criteria and practices within both sectors. The activities to be supported will not have a negative impact on the environment, further the poverty alleviation strategies will be geared towards contributing significantly to creating sustainable livelihoods and reducing environmental degradation generally associated with poverty.

### **1.4.2 Benefits:**

As CARICOM/OECS member States accelerate efforts for closer collaboration to enhance economic and social development in keeping with the thrust towards a Single Market and Economy as well as an Economic Union, CARUTA can be perceived as an appropriate regional mechanism for coordinating technical assistance delivery and mobilising investment and other resources for agriculture and rural development in response to national and regional needs and for greater efficiency and cost effectiveness of agencies' inputs.

Benefits would accrue in respect of the institutional and other capacity enhancement. Individual participating entities would also be able to assess the comparative advantages including cost efficiency in providing investments and other support to beneficiaries through CARUTA. Areas where non-quantifiable benefits would be realized from project operations include the following:

#### For Beneficiary Countries:

- (a) Readily available, high caliber professional staff and experienced consultants and relevant advisory, technical and support services;
- (b) A mechanism whereby development proposals and the required interventions for their financing and implementation can be addressed, and draw from or add value to interventions from other OECS programme areas (OPAAL; Small Projects Facility, Agriculture Development Programme, and others as previously mentioned);
- (c) A decision-making process that is not encumbered by unwieldy procedures thus allowing for timely response and flexibility in delivering services;
- (d) Rapid responsiveness and service that shorten the time frame for completing project cycle activities with cost-reduction implications and early realization of project benefits;
- (e) Greater collaboration and networking of key stakeholders involved in agriculture and rural development;

- (f) National institutional capacity strengthened in participatory approaches to developing programmes in poverty alleviation and integrated rural development;
- (g) A framework through which Member States given their unique circumstances can be strengthened to develop common strategies for a joint approach to poverty alleviation through agriculture and rural development;
- (h) Strengthened capacity for policy formulation in agriculture and integrated rural development;
- (i) Improved identification and preparation of projects consistent with the objectives of national agricultural and integrated rural development strategies.

For Participating Institutions:

- (a) Easily accessible mechanism for the coordination of financing and technical and advisory services to the sub region and beneficiary governments;
- (b) Greater cost effectiveness for respective institutions in providing services to the sub region;
- (c) Greater awareness and understanding of the issues impacting on the sub region, leading to improved responsiveness to the needs of beneficiaries;
- (d) Enhanced opportunities for donors to invest in participating countries.

### 1.4.3 Project Risks

The following risks may affect the successful implementation of the project and the sustainability of its activities:

#### **Sectoral Risks**

- A decline in the agriculture sector of most CARICOM/OECS Member States is occurring against a background of declining growth in the agriculture sector and a concomitant increasing growth in the other productive sectors;
- There is also the continuing and permanent shift of productive farmland to residential, tourism and industrial usage. The project needs to be flexible in order to accommodate a holistic approach to rural development which looks beyond agricultural development *per se*.

#### **Operational Risks**

- CARUTA work programme may be perceived to be purely in response to the immediate need to respond to the crisis in the agricultural sector and not influenced by a strategic vision of sustainable development of the participating countries;
- Agencies operating at the national level may perceive duplication or competition from CARUTA and derive limited incentives for collaborating with the project. To mitigate this,

the value added benefits of CARUTA, is a consolidated multi sectoral approach across Millennium Development Goals one, three, seven and eight.

- Resource mobilization may be less than required, particularly if other development partners prove reluctant to participate in CARUTA ;

#### **Strategic Risks**

- Given the relatively short time frame and relatively small amount of funding that must be spread over 10 countries, there is the risk that the project may be set aside and not appropriately championed at the national/regional level. To mitigate this risk, it will be critical to link this project to other initiatives at the national level.

These operational concerns could be mitigated through wide-ranging discussions between the CARICOM and OECS Secretariats and ministries and entities operating in the national arena with respect to the proposed work plan for CARUTA. Successful delivery of technical assistance through CARUTA during the initial phase and satisfaction of beneficiary Member States will be the best means to mobilize resources from other donors/development partners.

## 1.5 Management Arrangements

### 1.5.1 Implementation Arrangements

The implementation strategy for this project will be based initially on capacity-building for enhanced personnel capability, institutional development and advisory services on policy formulation for the agriculture and rural development sectors. As stated previously, project activities will be initially focused in the OECS member states, and eventually rolled out to Barbados, Guyana, Jamaica and Trinidad and Tobago. This methodology takes into account the inherent and special differences and challenges that the OECS countries face relative to their dependency on agriculture. In respect of the OECS, the implementation strategy will be informed primarily by the *Development Strategy and Charter*, the *Agricultural Policy Framework and Plan of Action*, and the *St. George's Declaration of Principles for Environmental Sustainability*.

It will also include operational activities through the identification of points of entry for collaborative and complementary linkages to ongoing operations, including existing IFAD/CDB and OECS projects and within established national and multi-country institutions with projects and programmes relevant to project objectives. In addition CARUTA will work with relevant development partners on an individual basis and as a group. For the latter, a potential entry point for this is would be the existing *Poverty and Social Sector Development Donor Group* (PSSDDG) part of the Eastern Caribbean Donor Group which is coordinated by UNDP

Collaborative linkages will also be explored within the non-governmental organization (NGO) sphere– the Caribbean Natural Resources Institute (CANARI) and the Caribbean Network for Integrated Rural Development based in Trinidad and Tobago.

In the main, the sustainability of CARUTA activities would be incorporated in its implementation processes through monitoring, evaluation and adjustment of its operations, geared to providing for long-term impact on agriculture and rural development. The issue of sustainability will also be strengthened by follow up based on challenges faced and lessons learnt during the period of implementation of complementary activities.

Simultaneously CARUTA would explore possibilities of additional areas of support from these traditional, as well as from non-traditional multi- and bi-lateral funding and technical assistance agencies for its own operations.

A major thrust of CARUTA's activities would be to demonstrate its comparative advantage as an innovative mechanism for the effective delivery of technical assistance and as a conduit for attracting investment to the agriculture and rural development sectors. In so doing, it would seek initially to forge linkages for complementary action with ongoing activities of collaborating institutions for utilizing the existing financing and other technical cooperation resources directed through them to agriculture and the rural community, by the traditional Caribbean supportive agencies and regional, subregional and national organisations.

The following OECS Member States: Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, would comprise the participating countries



for the first phase, before rolling out to Barbados, Guyana, Jamaica and Trinidad and Tobago. They are all members of IFAD eligible for support within the proposed technical assistance framework. Grenada and St Kitts and Nevis will be considered *priority* cases given their special recovery needs post Hurricane Ivan and transition adjustments after closure of the sugar industry, respectively.

A Project **Coordinating Unit (PCU)** will be based in the UNDP/ SRO in Barbados. The Unit will compose a Project Coordinator and a Project Assistant. The PCU shall be ultimately responsible for the execution of the Project including preparation and execution of the Annual Work Plan and Budget, coordination of overall project activities, preparation and submission of progress and financial reports to the Project Steering Committee and follow-up of project objectives. *TOR for these positions is attached at Annex 1*

A **Project Steering Committee (PSC)** will be established to provide strategic guidance for the project. It will consist initially of representatives of UNDP, IFAD, CARICOM and OECS. The CARUTA Programme Coordinator will be the PSC Secretary. As other international institutions participate in CARUTA, their representatives will be included.

The PSC shall meet every six months. The quorum will be reached with the attendance of representatives of a minimum three of the above partners (UNDP, IFAD, CARICOM and OECS).

The PSC shall perform the following functions:

- Provide strategic and policy guidance;
- Review Progress in achieving outcomes, outputs and targets under the project;
- Review and provide guidance on programme implementation;
- Support resource mobilization strategies.

**National Liaison Personnel (NLPs)** will be assigned as in-kind contributions to CARUTA by participating countries and regional/sub-regional bodies, e.g., OECS, CARISEC, UWI, and CARDI. Their remuneration will be borne in full by the institution of origin.

### 1.5.2 Financing

Financing for the project has been approved, initially for a three (3) year period, at \$US 1,146,091.00, comprising of a contribution of US\$753,000 from IFAD, US\$330,000, from UNDP and a contribution from the Government of France of €40,000. CARUTA will rely on additional inputs from its partners, including in-kind support and technical cooperation from other agencies and civil society. Specific inputs would include:

- i. UNDP support and services;
- ii. CARICOM/OECS in-kind support and services, and collaboration with other programmes and initiatives;

- iii. The assignment of technical assistance delivery personnel and support staff to CARUTA from other agencies who may eventually participate in the project;
- iv. Advisory services, sharing of experiences, training and other support services and inputs from other IFAD-supported projects;
- v. Co-financing from other partners who may eventually participate in the project.

### **1.5.3 Monitoring and Evaluation**

The project will be monitored by quarterly financial and narrative progress reports (UNDP format). The PSC will convene semi-annual technical and institutional meetings, while the heads of agencies will meet annually. At the annual review meeting, which will include participating countries, progress reports, challenges and outputs will be discussed and reviewed and the Annual Work Plan and Budget approved. During the PSC meetings, financial reports will be submitted by the Project Coordinator. The PSC will assess substantive progress and financial status. It is expected that the Project Coordinator will conduct regular monitoring and evaluation visits throughout the lifetime of the project.

At the end of the Project Implementation Period, an extensive evaluation shall be conducted and a Tri-Partite Review (TPR) be held. At this TPR, the UN system agencies, OECS and CARICOM Secretariats, participating countries and civil organisations will participate. The TPR will review the Final Report of the Project as it relates to the achievement of the targets, goals and indicators as outlined in the Project Support Document.

## **1.6 Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement signed between the Beneficiary Governments under this project.

**SECTION II**  
**PROGRAMME RESULTS AND RESOURCES FRAMEWORK**

**Table 1. Project Results and Resources Framework**

<b>Intended Outcome :</b> The achievement of an efficient and effective regional agricultural sector				
<b>Outcome Indicator:</b> Strengthened national and sub regional capacity to alleviate current levels of rural poverty, in the context of a strategic framework to enhance the competitiveness of the agricultural sector.				
<b>Partnership Strategy:</b> Initiative is based on a framework funded by various partners contributing to broad or specific components through (i) single mechanism of pooled funds managed by UNDP or (ii) through bilateral/parallel funding arrangement. The programme is expected to be flexible to enable the provision of support and technical assistance as needed by countries.				
<b>Project title and ID (ATLAS Award ID):</b> Caribbean Regional Unit for Technical Assistance (CARUTA) 00045241				
<b>INTENDED OUTPUTS</b>	<b>OUTPUT TARGETS FOR 3YEARS</b>	<b>INDICATIVE ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>INPUTS (Budget)</b>
<b>Output 1</b>  <b>A consortium of Stakeholders on Rural Development established at the CARICOM level</b>	1.1.MOUs signed with (#) agencies with regional agricultural focus harmonizing resources and encouraging the sharing of information by Year 1; Expansion of the PSC from core membership to include representative stakeholders e.g. small farmers;	1.1.1 Meetings between PCU and various agencies and partners including CARICOM/OECS.	<i>UNDP</i>	5,000
	1.2 Knowledge management on agriculture increased through enhanced information dissemination on ARD issues; Official Regional launch and E-Newsletter published regularly; 25% annual Increase in the (#) “hits” on <i>CARUTA Webpage</i> and in the (#) subscriptions to <i>CARUTA Electronic newsletter</i> following Year 1.	1.2.1. Develop and launch CARUTA webpage/link;	<i>UNDP,PCU, IFAD CARICOM</i>	9,750
		1.2.2. Official launch of CARUTA;		3,000
	*10 % increase in additional resources sourced for CARUTA related activities.	1.2.3. Formulation and dissemination of best practices, success stories and developments through Quarterly CARUTA Electronic newsletter;	<i>PCU</i>	8,000
		1.2.4. Establish Clearing House Facility as a knowledge and communication bridge between OECS and CARICOM funded agricultural activities;	<i>PCU/CARICOM</i>	14,000
	Framework for sub-regional investment programme approved	1.2.5 Publish knowledge products including project studies and reports;	<i>PCU</i>	45,000
		1.3.1. Resource Mobilisation and programming harmonisation;	<i>UNDP</i>	20,000
	Regional governance framework established and mechanisms for coordinated response identified	1.4.1. Develop modalities of a sub regional investment programme for agriculture;	<i>PCU/CARICOM</i>	5,000
	Governance and Livelihoods Information Observatories for ARD established and operational	1.5.1 Establishment of Caribbean regional governance mechanism and framework;	<i>PCU</i>	8,000
		1.5.2. Support to OECS coordination through the Consortium Information Observatory	<i>CIRAD/IICA.</i>	45,741

INTENDED OUTPUTS	OUTPUT TARGETS FOR 3YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (Budget)
<b>Output 2</b>  <b>Policy position promoted on risk reduction approaches for Agriculture and Rural Development</b>	<i>Policy</i>			
	2.1 National EPA Strategies being used by policy makers in agriculture/rural development	2.1.1. Opportunities Paper for Small Farmers to deal with impacts of EPA	UNDP & OECS	25,000
	2.2 Regional Agricultural Disaster Risk Reduction Policy developed in 50% of countries by project end	2.2.1. Study: Assessment of initiatives on Climate Change adapted Crops for the Caribbean and recommendation for the consolidation of activities	UNDP & OECS	25,000
	<i>Research</i>			
	2.3 Pilot Regional Insurance /micro- credit facility in place by Year 2.	2.3.1. Research Study: Micro credit/Insurance Opportunities for micro farmers.	PCU	25,000
2.4 Increased access to capital for agriculture	2.4.1. Research Study: Alternate finance opportunities for small farmers small farmers to investment capita (Funds needed)		28,000	
2.5 Technical Studies (market driven)	2.5.1. Feasibility Study of Integrated Hydroponics/Aquaculture Farms and pilot established	PCU/CARICOM CARDI	25,000	
	2.5.2. Feasibility Study: Renewable energy options for the small farmer (Funds needed)	PCU/Consultant IICA	25,000	

INTENDED OUTPUTS	OUTPUT TARGETS FOR 3YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (Budget)
<p><b>Output 3</b></p> <p><b>Organizational capacity for group networking and cooperative enterprise development strengthened for enhanced marketing, market diversification and income growth</b></p>	<p>3.1. Management and financial management capacity for selected RPOs, NGOs strengthened (Regional); 150 RPO-linked farmers receive business training -50% women 40 Regional RPOs receive capacity development support</p> <p>3.2 Specialized training and analysis provided to support expanded income streams in agriculture</p> <p>100 farmers receive agriculturally-related ICT training and communication tools</p> <p>Enhanced capacity for organic nursery in 1 pilot country</p> <p>3.3. Specialized expertise provided to assist select governments in rehabilitation of cocoa and agro-processing</p>	<p>3.1. Conduct three (3) Capacity Development training workshops for RPO: (Mgmt, Leadership (ii) financial management (iii) Financing for agribusiness</p> <p>3.1.2 NGO and Govt-related RPO partners strengthened</p> <p>3.2.1 Provide expert advisory services to strengthen existing aquaculture farms</p> <p>3.2.2 Training Disaster risk reduction techniques for the agriculture sector</p> <p>3.2.3 Expand access to specialized ICT Applications for rural farmers</p> <p>3.2.4 Support Trainer of Trainers workshop for women farmers in ICT (partnership with Networking Intelligence for Development)</p> <p>3.2.5 Regional Training: Organic Nursery Techniques</p> <p>3.2.6 Best Practice Document for Mainstreaming Gender and Youth in Agriculture drafted</p> <p>3.2.7 Expertise provided on renewable energy options for small-scale farming</p> <p>3.3.1 Expert support to Cocoa/nutmeg rehabilitation in Grenada</p> <p>3.3.2 Expert Support to agro-processing in select countries through support from CIRAD</p> <p>3.4.1 Pilot activity implemented on aquaculture/hydroponics combination farm process</p>	<p><i>PCU/UNDP</i></p> <p><i>PCU</i></p> <p><i>PCU/IFAD/UNDP</i></p> <p><i>PCU/UNDP</i></p> <p><i>PCU/NID</i></p> <p><i>PCU/NID</i></p> <p><i>PCU</i></p> <p><i>PCU/CARICOM</i></p> <p><i>PCU/UNDP</i></p> <p><i>PCU/FAO</i></p> <p><i>CIRAD</i></p> <p><i>CARDI/CIRAD</i></p>	<p><i>90,000</i></p> <p><i>30,000</i></p> <p><i>30,000</i></p> <p><i>25,000</i></p> <p><i>30,000</i></p> <p><i>8,000</i></p> <p><i>20,000</i></p> <p><i>5,250</i></p> <p><i>40,000</i></p> <p><i>15,000</i></p> <p><i>17,350</i></p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 3YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (Budget)
<b>Output 4</b>  <b>Project Coordination</b>	4.1 PCU established and operational	4.1.1. Project Coordinator inputs to project implementation, management and monitoring	<i>PCU</i>	<i>300,000</i>
	4.2 Operational activities implemented effectively including effective guidance by the PSC	4.2.1 Operation Costs	<i>PCU</i>	<i>40,000</i>
		4.2.1.1. PSC Meeting and other bodies	<i>PCU</i>	<i>59,000</i>
		4.2.2.2. Project-related Travel including ongoing M&E	<i>PCU</i>	<i>50,000</i>
		4.2.2.3. Project Administrative Support	<i>PCU</i>	<i>25,500</i>
	4.2.2.4. Miscellaneous expenses including stationery, equipment etc	<i>PCU</i>	<i>44,910</i>	
	4.3. Implementation of project activities on-time and with technical soundness	4.3.1. Project-related M&E including ex-ante baseline, mid-term and ex-post evaluation	<i>OECS, CARICOM, UNDP</i>	<i>20,000</i>
4.4. Effective annual reporting to the PSC and funding agencies on project deliverables and results	4.3.2. Regional Evaluation workshop	<i>UNDP</i>	<i>22,590</i>	
	4.4.1. UNDP Operational Oversight and Reporting	<i>UNDP</i>		

## **Section III: Work Plan and Budget**



### Section III: Work Plan and Budget

#### Year I - 2009

The OECS countries will be the focus for first year of CARUTA. In terms of specialized advisory services, priority will be given, at least initially, to specific needs in the islands of St Kitts and Nevis, and Grenada, whose agricultural and farming sectors have been particularly challenged by the closure of the sugar industry in the former, and the destructive impact of two hurricanes (Ivan – 2004 and Emily 2005) on the latter.

#### Year II – 2010:

In 2009, CARUTA activities will concentrate on broadening the outreach of CARUTA, especially to the countries which were not included in the Year 1.

#### Year III – 2011:

The highlights of the activities of the final year of CARUTA will focus on completing the implementation of projects in all the participating islands. During the last quarter of the year, an overall evaluation will be undertaken in which the effectiveness and impact of CARUTA will be undertaken. This will be followed by a Regional Evaluation Workshop in which Achievements and Challenges faced, as well as Lessons Learnt, would be highlighted and documented. The Workshop will also afford an opportunity to plan the way forward and future levels of interventions between Donors and Beneficiary Countries.

**Table 2. CARUTA Phase 1: Original IFAD Grant Allocation (all contributions)**

Element	IFAD	UNDP	French*	TOTAL	%
CARUTA Staff	180,000			<b>180,000</b>	16.0
Technical Assistance	190,000	90,000	17,350	<b>297,350</b>	27.0
Training	140,000	90,000		<b>230,000</b>	21.0
Technical Studies	40,000	30,000		<b>70,000</b>	6.0
Regional Strategy Building	75,000	60,000	45,741	<b>180,741</b>	16.1
Operational Costs	105,410	30,000*		<b>135,410</b>	12.0
UNDP Management Fee	22,590			<b>22,590</b>	2.0
<b>TOTAL</b>	<b>753,000</b>	<b>300,000</b>	<b>63,091</b>	<b>1,116,091</b>	<b>100.0</b>

**Table 3. Revised CARUTA Phase 1 budget based on project design and consultation**

Element	IFAD	UNDP	Other	TOTAL	%
CARUTA Staff	180,000			180,000	15.7
Technical Assistance	190,000	55,000	17,350	262,350	22.9
Regional Strategy Building	75,000	42,750	45,741	163,491	14.3
Training/Capacity Development	140,000	63,000		203,000	17.7
Technical Studies	40,000	35,250		75,250	6.6
Operational Costs	105,410	69,090		174,500	15.2
Monitoring & Evaluation	0	64,910		64,910	5.7
UNDP Management Fee	22,590			22,590	2.0
<b>TOTAL</b>	<b>753,000</b>	<b>330,000</b>	<b>63,091</b>	<b>1,146,091</b>	<b>100.0</b>

NB:

- \* French/CIRAD 40,000€;
- UNDP 300K breakdown as follows: The 150K comes from OECS and CARICOM UNDP pots - each is to give 25K a year to CARUTA; 30K in kind support (Office Support) and country contribution from 4 countries @ 10K for 3 years;
- CARUTA Staff -salary for Project Coordinator and eventual project assistant. Given the experience and technical profile of the selected Coordinator 120 K is attributed to the direct technical assistance role that he will play;
- Operational Costs- includes among other things expenditures for travel, secretarial and logistic support;
- Capacity Development will include leveraging support for an RPO or government agency;
- New Line item included for Monitoring & Evaluation;
- UNDP also increase its contribution by 30,000.00

Table 4. Indicative Workplan/Budget Breakdown (2009-2011)

Year 2009 Expected Outputs	Activities					Budget (USD)	IFAD	UNDP	Other	Gaps
		Q1	Q2	Q3	Q4					
	1.1.1 Meetings with development partners		x	x	x	2,000		2,000		
<b>Component 1: Implementation of Regional Agenda</b>	1.2.1 CARUTA webpage established and maintained			x	x	5,000		5,000		
	1.2.2 Official launch of CARUTA		x	x		3,000		3,000		
	1.2.3 CARUTA Newsletter e-published every quarter			x	x	2,000		2,000		
	1.2.4 Clearing House Mechanism Developed				x	10,000	10,000			
	1.2.5 Project Publications				x	5,000	5,000			
	1.3.1 Resource Mobilisation		x	x	x	10,000		10,000		
	1.4.1. Sub Regional Investment Program									
	1.5.1 Governance Mechanism and Framework			x	x	3,000	3,000			
	1.5.2 Partner Collaboration ( <i>Consortium</i> )		x	x	x	45,741			45,741	
					85,741	18,000	22,000	45,741		

<b>Year 2009</b>	<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Budget</b>	<b>IFAD</b>	<b>UNDP</b>	<b>Other</b>	<b>Gaps</b>	
<b>Component 2: Policy Analysis and Research</b>	2.1.1.Study: Opportunities for Small Farmers under EPA			x	x	<b>25,000</b>	25,000				
	2.2.1. Study : Assessment of initiatives on Climate Change Adapted Crops			x	x	<b>25,000</b>	15,000	10,000			
						<b>50,000</b>	<b>40,000</b>	<b>10,000</b>			
<b>Component 3 : Advisory Services and Capacity Building</b>	3.1.1 Capacity Building for RPOs (Management, Leadership & Financial Mgmt)			x	x	<b>60,000</b>	60,000				
	3.2.4 Support to Train the Trainers Workshop in Jamaica		x			<b>8,000</b>		8,000			
	3.3.1 Cocoa/nutmeg rehabilitation (Grenada)				x	<b>15,000</b>		15,000			
	3.2.6 Best Practices of Youth and agriculture drafted		x			<b>5,250</b>		5,250			
						<b>88,250</b>	<b>60,000</b>	<b>28,250</b>			
<b>Component 4: Project Coordination</b>	4.1 CARUTA Staff	x	x	x	x	<b>100,000</b>	100,000				
	4.2 Operating Costs	4.2.1 Meetings of PSC		x		x	<b>10,000</b>		10,000		
		4.2.2 Project-related Travel		x	x	x	<b>20,000</b>	20,000			
		4.2.3 Project Admin Support	x	x	x	x	<b>16,000</b>	6,910	9,090		
		4.2.4 Miscellaneous (e.g. Utilities)	x	x	x	x	<b>7,500</b>	7,500			
	4.3. 1 Monitoring and Evaluation	x	x	x	x	<b>8,000</b>		8,000			
	4.4.1 UNDP Operational Oversight	x	x	x	x	<b>7,530</b>	7,530				
						<b>169,030</b>	<b>141,940</b>	<b>27,090</b>			
<b>Total Year 1</b>						<b>387,771</b>	<b>259,940</b>	<b>87,340</b>	<b>45,741</b>		

Year 2010 Expected Outputs	Activities					Budget (USD)				
		Q1	Q2	Q3	Q4		IFAD	UNDP	Other	Gaps
<b>Component 1: Implementation of Regional Agenda</b>	1.1.1 Meetings with development partners	X	X	X	X	2,000	2,000			
	1.2.1 CARUTA webpage operational	X	X	X	X	3,750		3,750		
	1.2.3 CARUTA Newsletter published every quarter	X	X	X	X	3,000		3,000		
	1.2.4 Clearing House Mechanism maintained	X	X	X	X	2,000	2,000			
	1.2.5 Project Publications	X	X	X	X	15,000	15,000			
	1.3.1 Resource Mobilisation	X	X	X	X	10,000		10,000		
	1.4.1 Sub Regional Investment Program	X	X	X	X	5,000	5,000			
	1.5.1 Governance Mechanism and Framework	X	X	X	X	5,000	5,000			
					<b>45,750</b>	<b>29,000</b>	<b>16,750</b>			
<b>Component 2: Policy Analysis and Research</b>	2.3.1. Micro-credit/Insurance for small farmers	X	X	X		25,000	25,000			
	2.4.1. Alternative finance opportunities for small farmers for investment capital				X					28,000
	2.5.1. Feasibility study and technical assistance follow up for integrated hydroponic/aquaculture farms			X		25,000	15,000	10,000		
	2.5.2. Feasibility study for Renewable Energy options for small farmers (e.g. biodigesters)	X	X			10,000		10,000		15,000
					<b>60,000</b>	<b>40,000</b>	<b>20,000</b>		<b>43,000</b>	

<b>Year 2010</b>	<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Budget</b>	<b>IFAD</b>	<b>UNDP</b>	<b>Other</b>	<b>Gaps</b>	
<b>Component 3: Capacity Building and Advisory Services</b>	3.1.1 Capacity Building for RPOs (Financing for Agribusiness)			x	x	<b>30,000</b>	30,000				
	3.1.2. Capacity building for govt and NGOs		x	x		<b>30000</b>	30000				
	3.2.1 Capacity Building for aquaculture production					<b>30,000</b>	20,000	10,000			
	3.2.2 Training: Disaster Risk Reduction Techniques for Agriculture and Rural Livelihoods (Reg.)			x		<b>25,000</b>		25,000			
	3.2.3 ICT & Agriculture: Applications for small farmers (4 countries)		x			<b>30,000</b>	30,000				
	3.2.5 Training: Organic Nursery	x	x			<b>20,000</b>		20,000			
	3.3.2 CIRAD expertise support to agroprocessing		x	x	x	<b>17,350</b>			17,350		
							<b>182,350</b>	<b>110,000</b>	<b>55,000</b>	<b>17,350</b>	
<b>Component 4: Project Coordination</b>	4.1 CARUTA Staff	x	x	x	x	<b>100,000</b>	100,000				
	4.2 Operating Costs	4.2.1 Meetings of PSC		x		x	<b>15,000</b>		15,000		
		4.2.2 Project-related Travel	x	x	x	x	<b>20,000</b>	20,000			
		4.2.3 Project Admin Support	x	x	x	x	<b>17,000</b>	7,000	10,000		
		4.2.4 Miscellaneous (e.g. Utilities)	x	x	x	x	<b>10,000</b>	10,000			
	4.3.1 Monitoring and Evaluation	x	x	x	x	<b>20,000</b>		20,000			
	4.4.1. UNDP Operational Oversight	x	x	x	x	<b>7,530</b>	7,530				
						<b>189,530</b>	<b>144,530</b>	<b>45,000</b>			
<b>Total Year 2</b>						<b>477,630</b>	<b>323,530</b>	<b>136,750</b>	<b>17,350</b>	<b>43,000</b>	

Year 2011 Expected Outputs	Activities					Budget (USD)				
		Q1	Q2	Q3	Q4		IFAD	UNDP	Other	Gaps
<b>Component 1: Implementation of Regional Agenda</b>	1.1.1 Meetings with development partners	x	x	x	x	1,000	1000			
	1.2.1 CARUTA webpage operational	x	x	x	x	1,000		1,000		
	1.2.3 CARUTA Newsletter published every quarter	x	x	x	x	3,000		3,000		
	1.2.4 Clearing House Mechanism maintained	x	x	x	x	2,000	2,000			
	1.2.5 Publications	x	x	x	x	25,000	25,000			
	1.4.1 Sub Regional Investment program	x	x	x	x					12,000
	1.5.1 Governance Mechanism and framework	x	x	x	x					10,000
						<b>32,000</b>	<b>28,000</b>	<b>4,000</b>		<b>22,000</b>

Year 2011		Activities	Q1	Q2	Q3		Budget	IFAD	UNDP	Other	Gaps
<b>Output 3: Capacity Building and Advisory Services</b>	3.2.7 Renewable Energy Options for Small Farmers				X		<b>40,000</b>		40,000		
	3.4.1 Pilot Integrated Aquaculture/hydroponics Farm			X	X						40,000
	3.4.2 Support to Ruminants/Hot Pepper Export Opportunities			X	X						50,000
							<b>40,000</b>		<b>40,000</b>		<b>90,000</b>
<b>Output 4: Project Coordination Unit</b>	4.1 CARUTA Staff		X	X	X	X	<b>100,000</b>	100,000			
	4.2 Operating Costs	4.2.1 Meetings of PSC		X		X	<b>15,000</b>		15,000		
		4.2.2 Project-related Travel	X	X	X	X	<b>20,000</b>	20,000			
		4.2.3 Project Admin Support	X	X	X	X	<b>16,000</b>	6,000	10,000		
		4.2.4 Miscellaneous (e.g. Utilities)	X	X	X	X	<b>8,000</b>	8,000			
	4.3.1 Monitoring and Evaluation (Final Evaluation Consultancy)		X	X	X	X	<b>16,910</b>		16,910		
	4.3.2 Regional Evaluation Workshop					X	<b>20,000</b>		20,000		
	4.4.1 UNDP Operational Oversight		X	X	X	X	<b>7,530</b>	7,530			
						<b>203,440</b>	<b>141,530</b>	<b>61,910</b>			
Total for Year 3							<b>280,690</b>	169,530	105,910	0	112,000
<b>TOTALS</b>							<b>1,146,091</b>	<b>753,000</b>	<b>330,000</b>	<b>63,091</b>	<b>155,000</b>



**Table 5. Analysis by year by component with available resources for 2009-2011**

<b>Components</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Total</b>
1. Implementation of a Regional Agenda	\$ 85,741.00	\$ 45,750.00	\$ 32,000.00	\$ 163,491.00
2. Policy Analysis and Research	\$ 50,000.00	\$ 60,000.00		\$ 110,000.00
3. Advisory support and Capacity Development	\$ 88,250.00	\$182,350.00	\$ 40,000.00	\$ 310,600.00
4. Project Coordination*	\$ 169,030.00	\$189,530.00	\$ 203,440.00	\$ 562,000.00
<b>TOTAL</b>	<b>\$ 393,021.00</b>	<b>\$477,630.00</b>	<b>\$ 275,440.00</b>	<b>\$1,146,091.00</b>

\* Coordination includes: Staff, direct technical assistance by project coordinator, M&E, UNDP Operational Oversight

# Appendices

## Appendix I

### TERMS OF REFERENCE

#### **Project Coordinator - CARUTA (Caribbean Technical Assistance Unit)**

Duty Station

Bridgetown, Barbados

The United Nations Development Program (UNDP) is launching the Caribbean Technical Assistance Unit (CARUTA), co-financed with the International Fund for Agricultural Development (IFAD) and executed with the Caribbean Community (CARICOM) and the Organization of Eastern Caribbean States (OECS). The general objective is to strengthen national and sub-regional capacity to alleviate current levels of rural poverty, in the context of a strategic framework to make the rural/agricultural sector more competitive. Specific objectives are to:

- facilitate and support the implementation of a regional agenda for rural/agricultural development and poverty alleviation through existing regional mechanisms such as the CARICOM and the OECS;
- promote actions among potential partner agencies to harmonize their policies on specific themes and to deepen collaboration through priority investment Projects at the regional and national level;
- provide implementation support and technical assistance to ongoing donor projects in the Caribbean region.

A Project Coordinating Unit (PCU), composed of a Project Coordinator and Project Assistant, is being set up in the offices of UNDP Barbados and OECS. The PCU shall be responsible for the execution of the Project, including preparation and execution of the Annual Work Programs and Budgets (AWPB), coordination of overall Project activities, preparation and submission of progress and financial reports to the PSC and follow-up of Project's objectives. The CARUTA programme will be a component of the Poverty Reduction and Social Sector Development programme.

Reporting to Project Steering Committee and liaising with the IFAD Project Manager, the Project Coordinator will be required to provide leadership and direction in the administration and technical supervision of project's day-to day operations. The Coordinator will be supervised by the Poverty reduction Programme Manager for all day to day activities.

The Project Coordinator will be responsible for the execution of CARUTA's activities and to maintain effective working relationships with participating institutions, countries and other stakeholders. He/she is responsible for the following:

**Scope of duties:**

The duties of the position will include the following:

- (a) Prepare annual work programmes and budgets (AWPBs) in accordance with project deadlines; objectives for submission for approval by the project Steering Committee by agreed
- (b) Maintain good working relationships with national, regional and international associates of CARUTA;
- (c) Develop terms of reference for consultancy work, assignments and other activities to be undertaken under the Project;
- (d) Based on criteria and procedures established in accordance with UNDP rules and regulations **and in collaboration with partners**, select and recruit project-related administrative staff and support consultants and establish technical criteria and operational procedures for CARUTA experts and consultants;
- (e) Prepare annual work programmes and budgets (AWPBs) in accordance with project objectives for submission for approval by the project Steering Committee by agreed deadlines;
- (f) Maintain good working relationships with national, regional and international associates of CARUTA;
- (g) Develop terms of reference for consultancy work, assignments and other activities to be undertaken under the Project;
- (h) Supervise the implementation of the agreed work programmes. Supervision of additional project staff and consultants, as may arise;
- (i) Initiate activities that promote the image of CARUTA and highlight its comparative advantage for innovative technical assistance delivery and increased investment in agriculture and integrated rural development; develop specific knowledge management/communications products in collaboration with funding agencies;
- (j) Develop new partnerships and focus significantly on resource mobilization including the identification of new opportunities. This will include negotiating with international and regional entities for support and other assistance for the operation and successful implementation of CARUTA and the associated strategic framework;

- (k) Provide direct technical inputs in the implementation of project activities. This will include the participation in studies components, the setting up of database for agricultural and food security programme implemented in the region, the support in the facilitation of workshops and direct participation to training in capacity building;
- (l) Regularly inform the Steering Committee on the progress made in implementing the AWP and achieving the proposed results ensuring that relevant reports are made available in a timely manner (monthly updates, semestrial and yearly reports);
- (m) Develop a monitoring and evaluation framework for the Project including indicators which will be used to measure Project success and impact;
- (n) Ensure that the directives of the Steering Committee are executed in an efficient and effective manner to realize its objectives for enhanced agriculture and integrated rural development and their related rural poverty alleviation and social and gender equity strategies; and
- (o) Ensure that project implementation and financial reporting are in accordance with the financing agreement requirements.

**Reporting:** The position will report to the Project Steering Committee. The Coordinator will report to the Poverty reduction Programme Manager for all day to day activities.

**Qualification:** The successful candidate will possess a post-graduate degree in the rural development, social sciences or economics with training in management. He/she will need to be self-directed, with good interpersonal skills in building relationships both within and outside of CARUTA, with solid verbal and written communications skills. He/she will be experienced in managing professionals in an organization, having worked in a senior executive position or professional leadership role for a minimum of five years. The successful candidate will be experienced in working in the Region and familiar with the procedures and operations of regional and international financial and technical cooperation agencies. In depth experience is required in integrated rural development and agriculture including the design, implementation and evaluation of projects in these sectors. An important asset would be sensitivity to social development issues in particular rural poverty, social equity and gender issues.

## DRAFT TERMS OF REFERENCE

### Project/Administrative Assistant -CARUTA

Duty Station : Bridgetown, Barbados  
 Date of Job Description :  
 Name of Incumbent :  
 Position's Grade :

Working closely with the Project Coordinator - CARUTA, the Project/Administrative Assistant is responsible for the following:

#### A) Administrative & Finance tasks.

##### 1) Personnel matters

- Establishes and manages personnel files related to the project. Collaborate with the UNDP Barbados Human Resources Associate and the Procurement Associate, to prepare contracts, Personnel Actions, employment / salary certification letters.
- Ensure that appropriate personnel-related information and documentation related to CARUTA is up-to-date and properly filed;
- Prepares travel authorizations and advises on allowances for PCU consultants' travel.
- Reports on Attendance Records.

##### 2) Management / Administration tasks

- Monitors shipments (in / out-bound) and local / international documents for supplies, machinery and office equipment.
- Organizes repairs of office equipment, and machinery. Monitors stock of office supplies and orders / requests replenishments when required.
- Responsible for the inventory of office equipment verifies and certifies coding of supplies, equipment, office machines. Checks and prepares inventory reports.
- Verifies travel expenses, mileage log and gasoline consumption, as relevant, for vehicles.

##### 3) Accounting matters

- Checks invoices and ascertains that the equipments, supplies or services they refer to were duly received or provided.
- Provides support to the preparation of quarterly financial reports.

##### 4) Budget

- Supports the PC in preparing the project annual budget.
- Prepares the annual Advance Budget and its mid-year review, as well as special Budget updates as / when required
- Prepares the annual Advance Budget and its mid-year review, as well as special Budget updates as / when required.

B) Other tasks

- Any other duty within the incumbent's capabilities as assigned by the Project Manager or the PC.