



ANNUAL PROGRESS REPORT: YEAR 2

Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of
Gender Equality and Women Empowerment in a Strengthened Agriculture (and related
Agri/Fisheries Small Business) Sector

UN Trust Fund for Human Security & UN Participating Organizations
Barbados and the Eastern Caribbean

October 2021

Annual Progress Report

Date of submission	31/10/2021
Benefiting country and location(s)	<p>14 Caribbean countries (all the CARICOM members, excluding Haiti since covered under a separate Office by most agencies):</p> <p>Countries, which will receive Direct Programming: Antigua and Barbuda, Barbados, Dominica, Grenada, and Saint Lucia.</p> <p>Countries, which will benefit from Regional Programming: Belize, Bahamas, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago</p>
Title of the programme	Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector
Duration of programme	From 01/10/2019 to 30/09/2022
Lead UN organization	<p>UN Women Tonni-Ann Brodber UN Women Representative Email: tonni.ann.brodber@unwomen.org</p> <p>Finance Focal Point: Kerwin Holder Email: Kerwin.holder@unwomen.org</p>
Implementing organization(s)	<p>UN</p> <p>FAO Renata Clarke Sub-regional Coordinator for the Caribbean FAO Sub-regional Office for the Caribbean, Barbados Email: Renata.Clarke@fao.org</p> <p>ILO Dennis Zulu - Director, ILO Office for the Caribbean and Decent Work Team, Port of Spain, Trinidad and Tobago Email: zulu@ilo.org</p> <p>UNDP Ugo Blanco- Deputy Resident Representative Email: ugo.blanco@undp.org</p> <p>UNFPA, WHO and UNICEF; potential future project implementation partners, and together with the Resident Coordinator's Office, participants in the Project Steering Committee</p>

Non-UN implementing partners	Ministries of Agriculture; of Trade; of Business and of Finance of the participating countries; the national Gender Equality Departments and/or Focal Points; the Land Registration Offices; Small Credit and Disaster Insurance private and public sector entities; civil society; community, farmer, and women groups; the Caribbean Disaster Management Agency and the Caribbean Agricultural Research and Development Institute
Resident Coordinator(s) Resident Coordinator's Office (RCO) (For submissions from regional entities, offices of SRSGs or other similar entities, submissions can be from the highest-ranking UN official)	Didier Trebucq UN Resident Coordinator, Barbados, and the Eastern Caribbean Email: didier.trebucq@un.org
Total programme budget including indirect support costs in US\$ (UNTFHS and other sources of funding)	US\$ 6,252,405
Amount requested from the UNTFHS in US\$ (no more than \$2million for operational programmes and no more than \$300,000 for outreach/advocacy programmes)	US\$ 1,970,405
Amount to be sourced from other donors in US\$ (please list each donor and the amount to be contributed)	Participating UN Agencies: US\$ 350,000 Bilateral Donors: US\$ 1,597,790 Regional Donors: US\$ 2,335,000
Reporting period	October 1 st , 2020- September 30 th , 2021
Type of report	First progress report

Executive Summary

This Joint Programme (JP) has acknowledged the challenges encountered early in implementation due to the emergence and on-going nature of the COVID-19 pandemic. The participating UN organizations (PUNOs), alongside our national counterparts, have been working in earnest to adjust, implement and deliver quality results on this timely and critical programme of work. Operationalization of the planned activities for the Human Security Joint Programme entitled, “*Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector*”, in the beneficiary Small Island Developing States (SIDS) of Antigua and Barbuda, Barbados, Dominica, Grenada, and Saint Lucia has progressed, albeit more slowly than desired. As the region continues to grapple with the overwhelming impact of this pandemic, our resilience also continues to be challenged by the significant demands placed upon individual governments navigating second and third waves of infections, the concomitant strains on the respective economies and attendant health care systems. The ongoing restricted activity across multiple sectors has derailed development, impacted economic growth and the potential subsequent recovery from being immediately experienced at a societal and individual level, particularly for the most vulnerable.

During 2021, the PUNOs have undertaken several measures to accelerate programme implementation, consistent with the commitments made in the Annual Progress Report for Year 1, by the JP to advance delivery of the original scope of Year 1 activities. Although the JP remains behind the original implementation timelines, activities are gaining traction.

There is acknowledgment that implementation of this project is occurring in parallel with other projects with similar or complementary themes within the same sector. While well intentioned and supported, this influx of development assistance is reportedly creating a management and coordination burden for the limited human resources of our national counterparts managing all these activities. The geographic footprint in the region is relatively small and the timely absorptive capacity of these islands is limited. While resources and technical assistance are greatly needed, it is critical that they are delivered in a well-coordinated and complimentary manner integrating the principles of the human security approach, and in concert with the nationally prescribed strategic priorities. The PUNOs continue to work to ensure the intended integrated approach of the programme is maintained as Year 2 and Year 3 activities are being considered, including consideration for any programmatic adjustment as needed, as the program evolves.

The human security approach and interventions from this JP are contributing along with other UN interventions to the broader and multidimensional response in the Eastern Caribbean and this approach has also been integrated into the development of the new UN Multi- Country Sustainable Development Cooperation Framework 2022-2026 (MSDCF) currently under development.

List of acronyms

BMU	German Development Bank
CARICOM	Caribbean Community
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CRAIC	Climate Risk and Adaptation Insurance in the Caribbean
COVID-19	Coronavirus Disease
FAO	Food and Agriculture Organization of the United Nations
HOA	Head of Agency
ILO	International Labour Organization
JP	Joint Programme
NSCs	National Steering Committees
MSDCF	UN Multi-Country Sustainable Development Cooperation Framework 2022-2026 (MCSDF)
MCII	Munich Climate Insurance Initiative
MTF	Ministerial Task Force
OECS	Organisation of Eastern Caribbean States
PUNO	Participating United Nations Organizations
RC	Resident Coordinator (UN)
SAPs	Structural Adjustment Programmes
SB	Small Businesses
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
TORs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
UNSCDF	United Nations Sustainable Development Cooperation Framework
UNTFHS	United Nations Trust Fund for Human Security
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UWITV	University of the West Indies Television

1. Results

During the year under review, the region continued to respond to the demands imposed by the relentless nature of the COVID-19 pandemic, while seeking simultaneously to rebound from its negative impacts. Agricultural market disruptions, including a range of value-added agri-food products; employment instability in all sectors and declining consumer confidence, contributed to reduced consumer expenditures and shifting consumption patterns. The heavily tourism dependent small island development states (SIDs) have implemented staggered efforts in all jurisdictions to reopen borders and encourage the return of travel and tourism, retail, food-service and related sectors. While social distancing and curfews have continued, they have been less restrictive and have enabled a revitalization of the agricultural sector, including: encouraging new entrants into the local markets by small “backyard” producers; creating new market opportunities for small holder farmers and agripreneurs utilizing online marketing, purchasing and home delivery options; and expansion of the local restaurants and culinary community seeking to redefine their culinary offering based on a “buy local” perspective movement.

The closure of borders to the movement of people has also affected intra-regional trade of agri-food products resulting in disruptions in the flow of products throughout the region. The impact has also been felt by the agri-food sector at the national level particularly among primary producers who have limited capacities to store agri-food products and or shift their production systems to cater for alternative markets channels.

CARICOM member states have focused on developing national COVID-19 Agri-food response plans to strengthen agri-food systems and enhance resilience to market disruptions. In 2021, a regional Agriculture Ministerial Task Force was established on Food Production and Food Security. The MTF has identified several inventions towards developing and transforming the regional agriculture sector and agri-food systems and includes a reduction of the food import bill by 25% by 2030. The CARICOM Private Sector Organization has also been established and priority commodities for development had been also identified. In response to the use of digital tools and technologies, CARIOM has also launched the development of a regional e-agriculture strategy, to inform and guide the use and application of solutions in the region.

- (a) During the period under review (Second year: 1st October 2020 – 30th September 2021), implementation of this JP, while gaining traction, delivery and expenditure continued to fall below the cumulative 70% threshold required to trigger the application and release of Year 2 funding per the project agreement.
- i. During the period under review, efforts remained focused on the implementation of Year 1 activities within the continued reality and constrains of the COVID-19 pandemic. The inability to travel affected the provision of technical and consultant support to countries. Implementation required a great degree of agility and adaptation at all levels, including that of the beneficiaries, which did not always result in the timely delivery of intended results. To further advance delivery by the UN partners, the PUNOs committed to and undertook the following programme acceleration measures:
 - **Reformulate and reprogram where appropriate**, originally planned activities to reflect efforts to accelerate programmatic delivery without changing programmatic

- focus or intended impact.
 - **Consolidate procurement** actions as applicable following the reformulation of activities noted above.
 - **Meet monthly** (instead of quarterly) as the Technical Steering Committee for the first two quarters of 2021 to action items indicated in 1 and 2.
 - Continue to **communicate regularly with national counterparts**, to achieve in-country acceleration both through individual agency communication as well as a collective technical group.
 - **Articulate quarterly expenditure projections** beginning January 2021, as a component of the monthly meetings on program implementation.
 - JP Coordinator to **convene quarterly meetings with National Focal Points** to review program progress and address any challenges and bottlenecks being encountered.
- ii. The JP continued to ensure that its governance mechanisms were operational during this year. The first Regional Steering Committee meeting chaired by the Resident Coordinator (RC) was held on June 23, 2021, attended by Ministers of government or their representatives and the UN Heads of Agency (see Annex A for minutes). The JP Coordinator also chaired joint quarterly update meetings held with the National Steering Committees and separate quarterly meetings held with the National Focal Points to address any programmatic bottle necks at the country level. Minutes for the National Focal Point meetings are attached as Annex B.
- iii. The National Steering Committee was established for Grenada in January 2021 (see list of members and meeting notes in Annex C), and the UN Technical Steering Committee was able to work with the committee, through a series of iterative meetings to finalize the country workplan in July 2021(Annex D). Countries have been encouraged to convene their Steering Committee meetings on a quarterly basis and invite the UN partners to participate to discuss aspects of implementation as needed.

(b)

Outcome 1: Gender responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes, and techniques available and accessible to the most marginalized

Results:

Output 1.1 Strengthened extension services for women farmers and women small business entrepreneurs.	In progress
Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing, and small business (with particular focus on women farmers and women small business entrepreneurship) (Activities 1.2.1, 1.2.2, 1.2.3, linked to 3.3.4 and 3.3.3)	Completed: 1.2.1, 1.2.1, 1.2.3 In progress: 3.3.4 and 3.3.3

Progress Update:

Output 1.1 The assessments are currently being completed in 4 project countries: Antigua and Barbuda, Dominica, Grenada and Saint Lucia. Delays were experienced with issuing the contracts to the service provider. Gender awareness sessions are also incorporated into the rollout of the tool. This is being undertaken to increase awareness of gender issues in the sector as there is limited understanding of the importance of addressing gender issues in the delivery of services. In Barbados, the gender awareness sessions were completed along with a similar session with the Barbados Apiculture Association. The revised date for completion of assessment reports is January 2022.

Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing, and small business (with particular focus on women farmers and women small business entrepreneurs), that the related activities (**1.2.1, 1.2.2, 1.2.3 linked to 3.3.4 and 3.3.3**) were successfully completed. A desk review of small business programmes and incentive schemes available across the five beneficiary countries was completed and a report produced entitled, *“Gender-Responsive review of national agriculture and small business support programmes and incentive schemes”* in addition to a *“Directory of Services Available to Support Women Smallholder Farmers, Fisherfolk and Women Small Business Entrepreneurs”*. A critical finding of the review notes:

“...a lack of enthusiasm for the promotion of the programmes and incentive schemes for entrepreneurial development and in particular for agriculture and fisheries. While many of the schemes are not specifically targeted to women and youth, an even more disconcerting factor is the tendency for an official lackadaisical approach to bringing the benefits to a more diverse audience”.

Recommendations reinforcing the value add of improving the promotion, availability and accessibility of information pertaining to these resources in a “one-stop-shop” facility was strongly supported. Greater efforts at multiple channels of community outreach in the rural communities and the greater utilization of digital platforms to reach younger populations, were also highlighted as ways to encourage greater uptake of these opportunities. Also of critical significance was the recognition of the lag in women’s participation in economic growing sectors (the “cloud”, Artificial Intelligence, and certain areas of engineering, particularly in relation to renewable energy and the “greening” of the economy”), all of which intersect with future elements of the integrated human security approach of this programme of work.

While **Activity 3.3.4** has been undertaken and a *Directory of Services* highlighting the available incentive and support schemes available to support women smallholder farmers, fisherfolk and women small business entrepreneurs has been completed, this document will need to be further produced for dissemination, including the production of social media and web assets. This action will be completed by early 2022. In addition, gender-sensitive basic management training planned under **3.3.3** will be rolled out in 2022 following ILO’s model of training and certification of trainers

along with support to these trainers during their training of women smallholder farmers. Training of Trainers will be done online in order to simultaneously train trainers (with links to agriculture and gender) in various countries including St Lucia, Barbados, Antigua and Barbuda. In-person training however, will be favoured for female (and male) smallholder farmers if measures to contain the spread of COVID-19 allow at the time. In year 3, based on the needs of participants, there may be additional training provided on specific modules linked to items such as costing, marketing etc.

Output 1.4: Resources have not yet been mobilised to conduct the activities (1.4.1 and 1.4.2); therefore, the evaluation mechanism is recommended to be delayed until the resources are confirmed for the implementation of the activities. This Activity will likely be deferred to Year 3.

Outcome 2: Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture (fisherfolk) and unemployed young men)

Results:

Output 2.2; Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed, and widely made available.

In progress

Progress Update:

An initial insurance product profile and outline was completed for Antigua and Barbuda in early 2021, on which a product modelling was completed in September 2021. In the next year, the model will be finalized for Antigua and Barbuda and technical support provided to relevant insurance companies and stakeholders for take-up and use. These efforts will draw from and link with current products in Saint Lucia and Grenada for refining for the relevant target segments (fisheries and agriculture).

The work under this output is carried out in partnership with the Caribbean Catastrophe Risk Insurance Facility (CCRIF) and a new phase of the Climate Risk Adaptation and Insurance in the Caribbean (CRAIC) funded by the Munich Climate Insurance Initiative (MCII).

Other year 1 activities under this Outcome have been deferred to the upcoming year of implementation.

Outcome 3: Increased market access readiness and resilience for smallholder farmers and agriculture related small business

Results:

Output 3.1: Review, reform, and modernization of the land/business registration system.	In progress
Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses and resulting in the stipulated benefits effectively materializing.	In progress: Activity 3.2.1 Completed; 3.2.2 Terminated
Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries, and small business development	In progress
Output 3.7: Structural adjustment programmes reviewed, and adjustments required, recommended, and integrated	In progress

Progress Update:

Agricultural Landbank management systems have been introduced in 2 of the project countries under separate FAO Technical programme (Grenada and St. Lucia). The Land Management Information System design consultant recruitment is in progress. The training will take place December 2021 to February 2022. The legal and land surveying consultancies are delayed due to late responses from the Ministry of Agriculture in St. Lucia. In Grenada, the landbank pilot has been launched and applications have been received for 2 districts (Gran Bacolet and Diamond Estates). The landbank applicants include 30 youth and have 25% women who will be assigned leases for lands. Agribusiness training is scheduled to take place from October to November 2021. Following the business training, the land leasing process will commence with the planned training in the information system. A regional webinar to introduce all countries to the land management system with linkages to youth engagement that builds on the experiences in Grenada and St. Lucia will take place in early 2022.

Activity 3.2.1 on the “How To” Guides, was completed during the last reporting period. The information ascertained through this desk review and documentation of the land and business registration processes in the *“How To” Guide* has served as a useful resource to inform other consultants as they undertook other aspects of the JP. Wide dissemination of the guide has been delayed but the document is currently being prepared for production and dissemination will take place soonest. This information will be available to project beneficiaries through multiple online channels, including the Help Desks to be established/supported as per Activities 1.3.3, 3.2.2 and 3.3.5. Once disseminated, it will serve as a useful and easy to comprehend guide to accessing business and land registration services in each of the project countries. The complexity felt at the national level to navigate these processes has been voiced by agricultural practitioners as a barrier to formalizing business within this sector, and as a result, has kept individuals from benefiting from the full array of government social protection mechanisms, support, and incentive schemes available. These issues were amplified in the consultancy undertaken for Output 1.2 (Increasing

appropriateness and effectiveness of direct support and incentive schemes for small scale farming and small business [with particular focus on women farmers and women small business entrepreneurship]) which was completed this year. These issues will be further addressed by Output 1.3 (Improved awareness by smallholder farmers, fisherfolk and small businesses [with particular focus on women farmers and entrepreneurs] of available support and incentives), which will follow in the next implementation year. Unfortunately, information pertaining to available agriculture and small business support schemes is not readily accessible nor easily understood when found, including through online portals. The development of a *Directory of Services* as a deliverable of Activity 1.2.1 as noted, will be prepared for dissemination and also inclusion in the Help Desks, noted in Activities 1.3.3, 3.2.2 and 3.3.5.

It is still the view, supported by ongoing discussions across the region, that it is important to encourage the JP beneficiaries, often our most vulnerable, to engage in processes to formalize their business interests and enhance their business presence. This should be supported by efforts to improve their knowledge of available resources which need to be made more accessible, and offer practical and tangible benefits, including social protection measures in critical times. The need for this was evident during the wide scale disruptions to economic activity experienced during the COVID-19 lockdowns.

Consultants were recruited on two-year retainer contracts to serve in the capacity of Legal Advisors for project beneficiaries in Antigua and Barbuda, Barbados, and Saint Lucia, to offer legal counsel and guidance in relation to land and business registration, through the delivery of legal clinics and one-on-one consultations (Output 3.2; Activity 3.2.3). The intention was for the clinics to serve as a resource to enhance legal literacy of women farmers and small business entrepreneurs of the relevant legislation on land tenure and business ownership. Unfortunately, a decision was taken in September 2021, to terminate each of these contracts. In each instance the Legal Advisors were unsuccessful in recruiting interested parties to benefit from their services. Several strategies were explored to advance this process, and each proved unsuccessful. After experiencing a six-month delay in the completion of the first deliverable- providing one-on-one mentoring to twenty persons, per jurisdiction- it was determined that the activity needed to be terminated and revisited with a possible alternative approach. No suitable candidates were identified for Dominica and Grenada.

Output 3.3, Activity 3.3.4 linked to Output 1.2 (Activities (1.2.1, 1.2.2, 1.2.3) and noted above.

Output 3.7 focused on a **gender-responsive review of the impact of structural adjustment programmes** (SAPs) and national policies on small-holder farmers, fisherfolk, related small businesses, particularly women farmers; the preparation of advisory notes with proposed adjustments and advocacy initiatives related to the recommended policy changes organized. This output is presently 75% complete, pending implementation of advocacy initiatives with non-state actors, which has already commenced. From the outputs generated thus far, and the review of outputs undertaken by beneficiary country partners, there is a realization of the gaps and challenges which are causing disparities for small holder farmers and fisherfolk, particularly women and their limited voice in the consultation process for the development of these programmes and policies. This specifically relates to limited data in the sector to guide targeted policy development. These findings are consistent with those articulated from the desk review of *“Gender-Responsive review of national agriculture and small business support programmes and incentive schemes”*.

During the reporting period, activities were delayed primarily due to slow responses from national partners, which has been a recurring challenge across several consultancies. Nevertheless, the key component of the output – the gender responsive assessment - was completed during the reporting period, as well as advisory notes and suggested advocacy initiatives. Specific country reports were also generated, and these were shared with country teams and some feedback received. Towards the end of the reporting period, discussions were commenced with national partners on the implementation of targeted advocacy initiatives geared towards enabling farming groups and specifically women’s groups to have a more powerful voice in the development of policies and programmes which impact them, and also with a data driven approach. This final component which has already commenced, will be finalized in Year 3.

Activities undertaken during the reporting period included:

- (1) Finalization of the gender-responsive review of structural adjustment programmes and national policies;
- (2) Dissemination of country reports to country teams; finalization of Advisory Notes and proposed adjustments; dissemination to country teams;
- (3) Drafting of advocacy initiatives and initiation of discussion with country partners for the development of and implementation of these advocacy initiatives;
- (4) Development of related draft communications materials focused on the impact of structural adjustment programmes and national policies on the agriculture sector. This will be published and disseminated during the last part of 2021;
- (5) Development of one article on the impact of structural adjustment programmes and national policies on the smallholder/women farmers with a human security approach, to be published at the beginning of 2022;
- (6) Procurement in relation to the development and implementation of advocacy initiatives in Antigua and Barbuda, Barbados, Dominica and Saint Lucia were initiated during this period.

While all advocacy initiatives target non-state actors in the agriculture sector with a focus on improved data collection, better identification of issues impacting farming groups, and better use of the media to articulate key concerns, issues and priorities, all advocacy initiatives different, developed within a unique country context. Subsequent report will highlight the number of farmers reached for these activities.

Outcome 4: Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolks and young people to engage in agriculture and the blue economy.

Results:

Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened.	<p>In progress: <u>Activity 4.1.2-</u> <u>Completed</u></p>
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Progress Update:

Output 4.1, Activity 4.1.2 was successfully completed as consultants recruited as Business Coaches to provide management and organizational development support to the programme in **Antigua and Barbuda, Barbados, Dominica, and Saint Lucia** completed their assignments. These consultants provided one-on-one clinics to support and offer counsel on issues related to business development and they worked in close relationship to the national project Focal Points in the respective countries, who facilitated introductory engagements with stakeholders in-country, who in turn, facilitated access to potential beneficiaries. The terms of reference for each of the countries were similar in that they were to each to: (1) strengthen overall management and business processes of the women farmers groups and women small business associations; and (2) identify potential for value addition and new market opportunities, including linkages with the eco-tourism sector and other relevant sectors for groups and their members. In Antigua and Barbuda and Barbados, the additional component of the activity focused on: (1) assessing barriers to business operations and organizational capacity for two associations; and (2) strengthening the management and organizational capacity of individual business ownerships that are members of the association/group through providing one-on-one mentoring or support sessions to a minimum of forty (40) persons. In Dominica and Saint Lucia, the additional programmatic focus was on: (1) conducting an inventory of contracts and analysis of price and contract negotiation capacity; and (2) strengthening the price and contract negotiation capacity of the women farmers and small business entrepreneur groups through the provision of training in these areas. Numbers of beneficiaries reached are summarized in **Table 1** below:

Country	Women	Men	Total	<40
Antigua & Barbuda	27	15	44	64%
Barbados	30	10	40	57.5%
Dominica	17	3	20	20%
St. Lucia	24	0	24	0%

Table 1: Number of beneficiaries reached through Business Coaches

Following the completion of Activity 4.1.2, the recommendations from the reports of the four Business Coaches, informed the development of the scorecard mechanism (Activity 4.1.3) to track and access the adoption of the recommendations proposed by the Business Coaches. The scorecard focuses on four key areas: (1) How to start a business; (2) Basic financial literacy; (3) Marketing and sales; and (4) Networking, with each component having several specific areas (indicators). While the instrument has been developed, introduction to its utility as a monitoring tool will be linked to future activities in Year 2 and Year 3. Score Card attached as Annex E.

Outcome 5: Integration and Mainstreaming of the Human Security Approach

Results:

Output 5.1: Effectively coordinated and implemented project. (Linked Activities 4.1.3; 5.2.1; 5.3.1;5.4.1; 5.5.1)	In progress
Output 5.8: High-level Project Launch	Completed

Progress Update:

To advance activities under **Outcome 5:** pertaining to the **integration and mainstreaming of the human security approach**, several activities which are aimed at furthering this effort have been combined into a comprehensive scope of work under a one-year retainer contract. **Activities 4.1.3; 5.2.1; 5.3.1; 5.4.1; and 5.5.1** have been combined under one consultancy which is in process and all deliverables are due to be completed by the end of December 2021.

Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results has been completed and will be used to engage and encourage civil society partners and stakeholders to utilize this tool as a resource to gauge the progress of small holder farmers and agripreneurs as they work to enhance their business acumen.

Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDCF; **Activity 5.2.1:** Formulation, review, and endorsement (workshop) of the proposed guidelines. These guidelines and subsequent forum will be undertaken following the completion of the new MSDCF which is currently in the final stages of review. Depending on the finalization and endorsement of the new MSDCF, the forum may be convened in January 2022.

Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security; **Activity 5.3.1:** Preparation and wide dissemination of short advocacy and 'How To' guide(s). Content development of this advocacy tool for programme beneficiaries is currently being undertaken and it will be produced for dissemination across various national and social media platforms within the first quarter of 2022.

Toolkits for Parliamentarians and other decision makers have been developed for **Output 5.4: & Activity 5.4.1:** Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies and **Output 5.5:** Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment. These toolkits are in the final stages of development and will be launched and hosted on a portal of the [ParlAmericas website](#) along with other toolkits for this audience. This is envisioned to be a complementary output to **Output 5.3: Activity 5.3.1,**

which together will advance the efforts to mainstream the tenets of the human security approach. In keeping with the commitment to advance the implementation acceleration measures, the UN Technical Steering Committee meetings have been occurring monthly and, in some instances more frequently where needed. The minutes of these have been included as Annex F. It has been proposed that the UN Steering Committee meetings hosted by the Resident Coordinator (RC) occur twice per year and serve as an opportunity to update the partner governments and the UN Heads of Agencies on programme progress, bottleneck, and financial status. Further, as evidence of the commitment to this programme, two meetings of the UN HOA were specially convened for briefing on the programme's progress, and to discuss perspectives and remedial measures to ensure continued delivery. A detailed programme update was prepared and shared with the HOA reflecting the programme's status at the end of Q2 2021, as per the commitment made in the Year 1 Annual Progress Report. See Annex G for the programme updates document and minutes of September 2021 HOA meeting.

(c) Outcomes:

(1) Strengthening interagency programmatic interventions within and beyond the JP:

- i. PUNOs initiated with their respective activities by ensuring greater dialogue across agencies and within Agency interventions to maximize and complement interventions. For example, synergies to complement interventions between the JP and ongoing initiatives and/or projects in the PUNO. Outputs from ongoing UN projects within the agriculture sector in the beneficiary countries have been aligned and are frequently reviewed to ensure that the JP is building on existing interventions. In other instances, PUNOs are encouraged to continually review individual and stand-alone activities to assess the potential to merge and to formulate a more cohesive output, which considers the ongoing work of the agencies as well as the deliverables required. This will not only streamline the procurement process and lessen the number of individual contracts for consultants or other implementing partners, but it also will facilitate a more comprehensive deliverable or output where applicable.
- ii. The recent onboarding of Country Coordinators in the office of the Resident Coordinator, also provides an additional strategic advantage for implementation given their presence in-country, particularly during these times of travel restrictions. The Country Coordinators will be invited to participate in the both the routine UN Technical Steering Committees as well as National Steering Committee meetings in their respective countries to support linkages to other ongoing initiatives. While country ownership is a critical component of these efforts, there is recognition that the anticipated quarterly meetings of the National Steering Committees have not been taking place as expected. Moving forward there will be a greater push to encourage the convening of these meetings, to which the PUNOs will seek to attend.

(2) Greater coordination and resource mobilization with external partners:

- i. The COVID-19 pandemic has impacted on the allocation of funding by donors to support development projects in the region. Given the revised priority of the

donors, it is proposed that to improve resource mobilization engagement with external partners, that it is done through outreach sessions with selected entities including the Caribbean Development Bank and the EU Commission supporting Barbados and the OECS countries, Inter-American Development Bank and the World Bank in partnership with project countries.

- ii. The JP would use the implementation of the project and its impact as leverage for the project countries to reach out to donors seeking resources to support scaling up interventions that would align to the new priorities of the donors and the countries. This would promote national ownership of the submissions and the JP will support the country with project proposal preparation.

(3) Greater integration and mainstreaming of the Human Security Approach:

- i. PUNOs have capitalized on opportunities to showcase the premise of the human security approach through various fora throughout the year. Quarterly updates are shared with the National Gender Machineries and other civil society partners working on gender related issues across the Caribbean. PUNOs recently participated in a webinar as a part of the 2021 Caribbean Week of Agriculture, entitled *“Gender, Agri-Food Value Chains and Climate Resilience in Agriculture”*. The webinar sought to demonstrate how the United Nations have prioritized at the global and the food systems levels an integrated approach to development which includes gender-sensitive, climate-resilient food systems and food value chains among small island developing states. It further demonstrated how our work aims to promote gender equality and climate resilience in agri-food systems through the institutionalization of gender-sensitive approaches as part of development interventions to contribute positively to better production, better nutrition, better environment and better livelihoods as both women and men are empowered to take meaningful action to improve resilience. Presentations were delivered by PUNOs as well as partners and stakeholders.
- ii. Additionally, throughout the MSDCF process, the principles of the human security approach, while not necessarily labelled as such, have been incorporated as part of the underlying and cross cutting premise of the framework. The MSDCF 2022-2026 seeks to actively address: (1) Economic Resilience and Shared Prosperity; (2) Equality and Well-being; (3) Resilience to Climate Change and Shocks, and Sustainable Natural Resource Management; and (4) Peace, Safety, Justice, and the Rule of Law, all elements of human security, many of which intersect with this programme. PUNOs have been actively engaged in the development of this new MSDCF.
- iii. The recruitment of Country Coordination Officers in the Resident Coordinator’s Office, in each of the beneficiary countries, is also a welcomed additional strategic resource to the programme. These Officers will be strategically integrated in efforts to facilitate programme progress at the country level when bottlenecks are encountered.

(d) Indirect beneficiaries reached to date under the project:

	Antigua	Barbados	Dominica	Grenada	St. Lucia	TOTAL
Rapid value Chain analyses	55	0	0	0	75	130
Capacity building in Beekeeping practices	30	0	0	0	0	30
Capacity building in food safety in beekeeping	30	0	0	0	0	30
Business start-up for beekeepers	25	0	0	0	0	25
Innovative protected structures	55	85	0	75	0	215
Gender Awareness session	0	15	0	0	0	15
Gender-sensitive Climate-resilient value chain analysis	0	20	0	0	0	20
Agricultural land leasing pilot	0	0	0	50	0	50
Caribbean Week of Agriculture – Gender in Agri-food systems	323					323
National Stakeholder Launch	20	25	11	28	10	94
National Steering Committee (Members)	14	11	15	11	12	63
Reached through Business Coaching	44	40	20	0	24	128
**Regional High-Level Launch (2020)	1643					1,643
	TOTAL					2,766

**Estimated Broadcast Reach

Table 2- Number of Indirect Beneficiaries

(e) Workplan and Results Monitoring Template inserted as Annex H.

1. Added value of human security

Interagency collaboration among UN agencies, and the same among national partners, has resulted in an increased understanding of the human security approach, the SDGs, and the interdependent and inter-related nature of development challenges, particularly in the COVID-19 context. Within the UN, synergies and collaboration continue in the implementation of planned actions around

policy reform, as well as in other areas. At a national level, the regular meetings of the national focal points and National Steering Committees, which are multi-sectoral in composition, continues to promote greater coordination across sectors, particularly between the National Gender Machineries and Ministries of Agriculture, and other stakeholders. While there have been delays with the implementation of some activities, others have been gaining traction. National stakeholders have expressed their appreciation for the programme interventions and engagement to date, and concern with other delays being encountered. There has also been strong encouragement for the UN partners to accelerate implementation as the intended programme outputs are valued and needed, especially in the current environment. During the next year, there will be increased substantive, and measurable impacts observed from using the human security approach across all elements of the programme.

The continued presence and challenges being experienced as a result of the COVID-19 pandemic will continue to impact on all dimensions of human security in the region for some time to come. The relevance of this programme is even more critical as the fragile economies of the SIDS seek to rebound, remain viable and attend to the needs of the most vulnerable within their societies. At the individual level, the interventions implemented to date through this project, have validated the need for the human security approach and its potential for adding value to the multidimensional reality of persons working in the agricultural sector. Through these activities we have been able to ascertain just how multifaceted the needs of the programme beneficiaries are. Issues of self-esteem and self-confidence, in some spaces, are equally as important as access to financial resources, for expanding or accessing opportunities for business development. These factors reinforce the intersectionality which interplay in truly understanding and responding to vulnerabilities, especially for the most disenfranchised. Operationalizing the human security approach through the interventions of this programme, has created an opportunity to engage with beneficiaries at the interpersonal level and respond to some of the challenges which potentially impede their empowerment and ability to thrive within the sector.

The assessment or “baseline” related activities of the Year 1 workplan, have validated the issues which require support, underscored the value and relevance of the human security approach, and align well with the intended Year 2 and Year 3 outputs and activities. As such, this programme will not be required to make any fundamental modifications to its original scope as it seeks to support women (primarily) in agriculture on various fronts - from easier access to information, training, and financial products, to specific support to prioritized agricultural value chains to increase market outreach. Where needed, adjustments will continue to be made to facilitate the mode of delivery of the activities in response to COVID-19 restrictions.

The articulation of the new MSDCF as noted above, will further the efforts of the PUNOs to ensure that through this programme and the efforts of the wider cadre of UN agencies, other development partners and national counterparts, that no one is left behind as we strive to operationalize the SDGs by 2030.

2. Challenges faced and lessons learned

(a) Challenges faced:

The COVID-19 pandemic remained a challenge to the JP implementation during the period under review. Closed borders, curfews, measures to limit physical and social distancing and to curtail the rate of new infections, continued to be implemented as countries grappled with significant second and third waves of infections. This impeded inter-regional travel and the ability to engage with national counterparts and stakeholders who were engaged in emergency response measures at the local level and trying to balance multiple priorities and responsibilities. All of which significantly impacted on the availability of personnel with whom to engage.

The shift to virtual implementation continues to be a challenge for programme implementation. While this has required significant adjustments and flexibility, as persons adapted to the changes and sought to mitigate challenges to internet connectivity and operating in a more virtual environment, it has not been very successful in facilitating program delivery across the board. PUNOS and national counterparts, have expressed concern as persons are not participating in virtual activities, which has resulted in low numbers of persons being able to benefit from the interventions. Further, the PUNOs have also encountered very slow responsiveness from national stakeholders in either the provision of information or the review of reports and documentation shared. Our national counterparts have lamented the low and or slow responsiveness of stakeholders also leading to extensive delays in completing activities. As the region continues operate in this reality, efforts will continue to find more dynamic ways of securing partner engagement and participation as the wide scale use of technology, for meetings and trainings is likely to remain the status quo for the immediate future.

Given the project's focus on the agricultural sector, it is recognized that virtual engagement may not be an appropriate alternative for all activities. However, wherever possible, effective solutions will be sought given the dynamic and evolving nature of the COVID-19 pandemic.

The National Steering Committee in Grenada was only established in January 2021 following the approval of the Cabinet of the Government of Grenada. This has resulted in the engagement with counterparts in Grenada being more than a year behind the other beneficiary countries. Through a series of discussions, the workplan was decided upon in July 2021. Through the engagement of other agriculture projects already underway in Grenada, there has been preliminary movement, which will inform activities under this programme moving forward. An example of this is the work on the agriculture landbank pilot and development being implemented.

Several challenges identified in the Year 1 Annual Progress Report remained relevant during this past year of implementation:

Challenges faced		Mitigation Measures
1.	COVID led to a shift in focus and priorities by all actors.	<ul style="list-style-type: none"> • The PUNOs continue to review activities to determine continued relevance as well as opportunities for any needed modification to the planned scope. • The JP will continue to scan the evolution of the socio-economic impact and response in the region to ensure that the JP is providing significant contribution and leveraging others, specifically in the revitalization of the agricultural sector. • Surges in COVID cases in project countries, along with the resulting lockdowns and the re-introduction of curfews has slowed responses in project countries by all stakeholders.
2.	Coordination at all levels, especially in times of uncertainty yet high demand for solutions.	<ul style="list-style-type: none"> • The PUNOs have recognized the need to ensure greater coordination and collaboration with other donor partners and stakeholders who are also seeking to respond to the issues focused on in this JP, as well as their intersection with other development challenges. • The needs are significant and threats like the COVID-19 pandemic, heighten the potential insecurities at all levels. While there are many well intentioned actors working in the space, it can easily become overcrowded and a logistical challenge for national counterparts to coordinate.
3.	Inability to travel to facilitate program delivery across each of the five countries.	<ul style="list-style-type: none"> • Consultants continue to work remotely and are relying on greater facilitation by the national project focal points to initiate on the ground introductions and meetings amongst key stakeholders. This has resulted in delayed responses and also delayed completion of activities. • Greater reliance and use of online platforms for meetings which are sometimes challenged by unstable internet services and/or accessibility in some contexts in addition to online fatigue at all levels, but primarily impact on programme beneficiaries.
4.	Inability to host in-country meetings/ workshops/ trainings.	<ul style="list-style-type: none"> • Greater reliance on online platforms for meetings which are sometimes challenged by unstable internet services and/or accessibility in some contexts. • All National Steering Committee, RC Steering Committee Meetings, UN HOA Meetings, and National Focal Point Meetings have been held virtually via Zoom. The UN partners have facilitated Zoom links for National Steering Committees to hold their meetings, where the services are not available to the national counterparts (even when not attending themselves).
5.	Delay in finalization of the year 1 workplan for Grenada. The inability to have focused and concerted initial in-county engagement with stakeholders, resulted in a	<ul style="list-style-type: none"> • The UN participating agencies proceeded with hosting virtual meetings to facilitate workplan orientation, dialogue, and consensus.

	much longer process for workplan completion.	
6.	Inability to meet country stakeholders and beneficiaries in person. This will be a greater challenge as the project evolves, should the situation prevail in relation to COVID-19. It will not always be possible to arrange for meetings during “normal working hours”, and site visits would also not be possible.	<ul style="list-style-type: none"> • Meetings have been held via Zoom at this time. • Other online modalities will need to be explored to facilitate project implementation as needed. (This maybe a potential challenge for engaging beneficiaries due to internet access and connectivity issues).
7.	Paradigm shift for UN participating agencies to working to “Deliver as One” requires adjustments to traditional operations and takes time.	<ul style="list-style-type: none"> • Programme acceleration measures undertaken to have assisted in strengthening the engagement and coordination of activities amongst the PUNOs and maximize implementation efforts jointly in countries to maintain a One UN approach at all levels.

Table 3: Challenges Faced

(b) Lessons learned during the reporting period:

Several lessons of the first year of implementation remained relevant during this past implementation period:

	Lessons Learned	Recommendations
1.	While risk management planning is key, not all risks may be foreseen. The JP was designed to build resilience and enhance preventative measures to mitigate against common threats to the region, posed by climate change and natural disasters and the potential economic shocks to the most vulnerable in these small island states. An unforeseen threat of the magnitude of the COVID-19 pandemic and its far-reaching implications would not have been anticipated.	UN Interventions should integrate broader multidimensional risks and use the human security approach as a methodology for transitioning.
2.	The value of national ownership and leadership became even more evident with COVID-19. Given the limitations posed to movement, measures were put in place to set up functioning national steering committees. While these structures are outlined in the programme’s design, they have become invaluable platforms for multi-sectoral collaboration and national leadership.	Maintain high level and direct engagement from PUNOs Head of Agencies with Ministers by ensuring the UN joint interventions and coherence in country. Frequent messaging and presentation of JP progress across the region to ensure greater level of ownership and sustain a multi-country approach of the JP.
3.	The need to continually scan the environment, particularly following major events- COVID-19	It is imperative for the UN to ensure complementarity and synergies with existing

<p>pandemic as new partners and donors emerge.</p>	<p>or planned initiatives being supported by other donors or funding streams. The geographic footprint in the region is relatively small and the absorptive capacity of these islands is limited. While resources and technical assistance are greatly needed, it is critical that they are delivered in a well-coordinated and complimentary manner. This also helps to prevent agency fatigue as very often it is the same Ministries involved in responding to varying projects and particular international development responses in support of the pandemic.</p>
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Table 4: Lessons Learned and Recommendations

3. Findings from evaluations

There were no evaluations conducted during the period under review. The mid-term evaluation is scheduled to commence in November 2021.

a) Mainstreaming, scale-up and replication

- a) Mainstreaming of both the human security approach and gender equality are entrenched within the development of the new MSDCF as key foundational, cross cutting elements of the development framework for the region. Activities in support of mainstreaming these constructs are also in progress and reported on under Outcome 5 above. Efforts will continue to reinforce these key elements of our efforts throughout programme implementation.
- b) Given the current level of programme implementation, it is not possible to report on any scale-up and replication aspects of the programme for this progress report.

4. Outreach materials and promotional activities

(i) Communications Products:

- a. During this past year a Communications Plan was completed for use by the PUNOs engaged in this programme (see Annex I). This plan has sought to establish an operational guide for communication, including branding, with internal, external partners including programme beneficiaries to advance the visibility of the programme.
- b. One Human Interest Story was produced and released via social media in July 2021 and was entitled, “**Enhancing the Negotiation Skills of Rural Women Farmers in Saint Lucia**” (see Annex J).

(ii) Missed opportunities: Unfortunately, there were a few missed opportunities for showcasing our efforts under this JP during this past year. The PUNOs are committed to ensuring better planning and utilization of these occasions to enhance the visibility of the programme during the coming year, including UN commemorative days, participation in national and regional meetings

and any other relevant for a which may serve as an opportunity to underscore the value of the human security approach to development.

(iii) Pending communication inputs to be released at the end of 2021 or early 2022:

- Infographics on the impact of adjustment programmes and policies on the agriculture sector.
- Gender-responsive infographic on the impact of adjustment programmes and policies on women in the agriculture sector.
- Flip book feature on advocacy initiatives in each country linked to the human security approach.
- Two Toolkits be hosted on the ParlAmericas website on:
 - a) The need for and impact of integrating Gender Equality and Human Security in public policies.
 - b) The need for and impact of integrating Gender Equality and Human Security in structural adjustment programmes.
- Directory of Services Available to Support Women Farmers, Fisherfolk and Women Small Business Agripreneurs (across the 5 beneficiary countries).
- 'How To' Guides for Women Farmers and Small Businesses Entrepreneurs on Land and Small Business Registration (across the 5 beneficiary countries).
- Advocacy and 'How To' Guide for sensitizing country stakeholders on the link between gender equality, women's empowerment, and human security.
- Framework for the implementation of agricultural landbank information systems.
- Gender-review of the Extension Services with Capacity building gap analysis.
- Regional agriculture land and tenure management webinar (December 2021 /January 2022).

5. Financial status

Sub-optimal implementation of year one activities is reflected in the expenditure report of the project as substantiated by the Uncertified Financial Statements (October 1st, 2020 to September 30th, 2021) provided by the UNPOs and summarized in the table below. This cumulative expenditure is indicative of the overall JP implementation rate to date which is **57%** or **\$493,685.34** of the 1st year budget which includes active financial commitments for activities which are currently underway. This expenditure reflects the traction which has occurred during the period under review despite the remaining implementation impediments and represents a significant increase in expenditure, from the amount reported in the Year 1 annual Progress Report of **\$134,808.00**.

The FAO Resources Implementation update document can be found in Annex K.

UN Trust Fund for Human Security

Project Expenditure for Year 1: Period ending 30 September 2021

	YEAR 1 BUDGET (UNTFHS)	EXPENDITURE 30/09/2021	Commitments 30/09/2021	Support Costs	TOTAL 30/09/21	BALANCE	IMPLEMENTATION RATE
All Agencies	\$862,420.00					\$862,420.00	
FAO	\$224,165.00	\$68,250.00	\$7,029.00	\$4,286.00	\$79,565.00	\$144,600.00	35%
ILO	\$17,655.00	\$ -	\$ -	\$ -	\$ -	\$17,655.00	0%
UNDP	\$160,500.00	\$56,596.99	\$70,000.00	\$ -	\$126,596.99	\$33,903.01	79%
UN Women	\$460,100.00	\$251,236.77	\$18,700.00	\$17,586.58	\$287,523.35	\$172,576.65	62%
Total	\$862,420.00	\$376,083.76	\$95,729.00	\$21,872.58	\$493,685.34	\$368,734.66	57%

Note: FAO Interest: \$1,155.00

Table 5: Project Expenditure for Year 1 and Planned Expenditure for period ending 30 September 2020

**ANNEX A: RESIDENT COORDINATOR'S REGIONAL
STEERING COMMITTEE MEETING MINUTES**

**UN Sub-Regional Team for Barbados and the Eastern Caribbean
Joint Programme with the UN Trust Fund for Human Security
First Regional Steering Committee Meeting**

Date	Wednesday, 23 June 2021	03:00p.m. – 05:00p.m.
Venue	Zoom Online Platform	
Agenda	<ol style="list-style-type: none"> I. Roll Call II. Call to Order and Opening Remarks III. Adoption of the Agenda IV. Introduction and Governance V. Brief Overview of the Joint Programme VI. Financial Update and Communication VII. Exchange of views and discussion VIII. Next steps IX. Any Other Business 	
Attendees:	<p>Didier Trebucq, Resident Coordinator – Barbados and the Eastern Caribbean; Angela Davis, Project Coordinator (UNTFHS Project); Hon. Fidel Grant, Minister of the Blue and Green Economy, Agriculture and National Food Security - Dominica; Ryan Anselm, Ministry of Agriculture – Dominica; Chrissie Worme-Charles, Permanent Secretary - Ministry of Social Development, Housing and Community Empowerment; Michelle Charles, Permanent Secretary - Ministry of Education, Innovation, Gender Relations and Sustainable Development; Ms. Janey Joseph, Director - Department of Gender Relations, St. Lucia; Carlene Roberts, National Authorising Officer for EU Development Fund; Marlon Marie, UN Coordination Officer - Dominica; Manuela Sihlman, Consultant – PAHO; Alison Drayton, Representative – UNFPA; Valerie Cliff, Representative - UNDP, Tonni Ann Brodber, Representative - UN Women; Isiuwa Iyahan, Programme Specialist – Economic Empowerment and Statistics, UN Women; Sharon Carter-Burke, Communications Analyst – UN Women; Feona Sandy, Country Coordination Officer – Grenada; Rhe-Ann Prescod, Junior Communications Consultant - Resident Coordinator’s Office; Marcia Lavine, Programme Associate - UN Women</p>	

MEETING SUMMARY NOTES

I. ROLL CALL

The Facilitator confirmed a quorum with representation from three of the five beneficiary countries Dominica, Grenada and St. Lucia, and representation from PAHO, UNFPA, UNDP, UN Women and the UN Resident Coordinator’s Office.

II. CALL TO ORDER AND OPENING REMARKS

The Resident Coordinator, Mr. Didier Trebucq, welcomed representatives to the first Steering Committee meeting, subsequent to the launch of the Joint Programme. He explained that the purpose of the meeting was to consolidate the understanding of the governance structure of the Joint Programme funded by the UN Trust Fund for Human Security; to identify key progress and note milestones; and to review the next steps for a successful and meaningful implementation, given the challenges of the impact of the COVID-19 pandemic. He hoped that the meeting would facilitate a meaningful

conversation on what has worked well, what needed to be adjusted to ensure the expected results that were approved in the project document.

III. ADOPTION OF THE AGENDA

The agenda for the meeting was adopted.

IV. INTRODUCTION AND GOVERNANCE¹

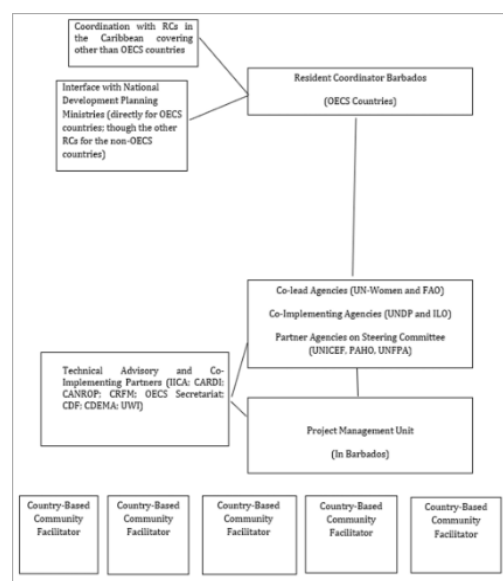
Mr. Trebucq confirmed that the programme was an important shift for the UN System to work together in an area that was very critical, fostering a human security approach in the Eastern Caribbean and that it was the first Joint Programme that was approved in the Multi Country Office since the adoption of the UN Reform in 2019. The programme was a means to promote a “One UN” approach with several agencies working together drawing on their comparative advantage to deliver a common goal, that was to work on the economic empowerment of women and youth in the agricultural sector. The programme has a robust conceptual framework of human security with a multi-dimensional combination of policy reform advocacy that would result for technical support and technical assistance for a concrete outcome on the ground to build resilience of farmers, small agro and fishery business entrepreneurs. More specifically vulnerable groups, given that there was a strong focus on empowering women and marginalized youths to enhance their ability to withstand the threat and shocks the agricultural sector faced in Small Island Development States (SIDS) in general, but particularly in those Eastern Caribbean countries to ensure food security will increase, and even food security in the region. He further explained that the Joint Programme represented the UN agencies working in close collaboration with countries to achieve national priorities and to support delivering on the Sustainable Development Goals (SDGs).

UN Women was the lead agency and FAO was the core technical lead for implementation of the programme. ILO and UNDP were recipient agencies implementing part of the programme, and UNICEF, PAHO and UNFPA provided specialized support to ensure a comprehensive approach and delivering as one. The UN Resident Coordinator’s role in joint initiatives funded by Trust Funds was to support the coordination, provide oversight of the lead agency and various agencies involved in the implementation as illustrated below.



Project Management & Governance:

- Resident Coordinator (Barbados and OECS Countries)
- Lead reporting Agency
 - UN Women
- Co-Technical Lead Agencies
 - UN Women and FAO
- Co-Implementing Agencies
 - UNDP
 - ILO
- Partner Agencies on Steering Committee
 - UNICEF
 - PAHO
 - UNFPA
- Project Management Unit– Barbados
 - Country-based Community Facilitators



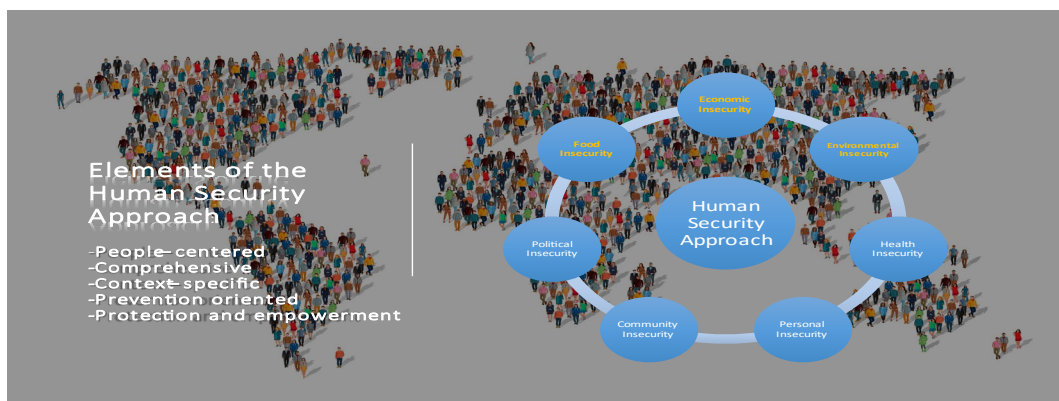
¹ Governance Structure

BRIEF OVERVIEW OF THE JOINT PROGRAMME

Joint Programme Coordinator Ms. Angela Davis presented an overview of the programme, as noted below:

- A. The programme officially started in October 2019 and was part of the underpinning of the achievement of the SDGs by looking at gender equality and women’s empowerment. In addition to the issues that were pivotal to the conceptualization of the programme i.e. natural disasters and the continued influence of climate change on the vulnerable agriculture sector, and the ability to adapt and rebound from threats; there was an opportunity to give a specific lens to addressing these issues within the agriculture and related agri/fisheries small business sector, that has proven to be of increased importance as the region faced the challenges of the COVID-19 pandemic.
- B. The concept of “delivering as one” was a growing process of changing mindsets and expanding on how one thinks about the work, about implementation and how to engage. All while being cognizant that while the UN System was drawing on the comparative advantages of each agency, their respective modes of operation were different. The overarching goal was to enhance, through the use of the human security lens, ways of addressing the issues of gender equality and women’s economic empowerment, as key considerations in building a more resilient agricultural sector for the Caribbean.
- C. The initial timeframe of the programme was 2019 to 2021, however, the project was behind in implementation and an application will be made to the Trust Fund for a “no cost extension” to facilitate delivery in the five beneficiary countries of Antigua and Barbuda, Barbados, Dominica, Grenada and St. Lucia.
- D. It was envisaged that there would be a collaboration with the CARICOM Secretariat where best practices of the programme could benefit different aspects of the agricultural sector, not only within the Eastern Caribbean but the region as a whole.

The human security approach² is a people centered, holistic framework to address the issue of development and development assistance. The programme is comprehensive in scope and works at the individual and community level with participating agencies who were providing specialized support, along with other donor funded entities on the ground, and country stakeholders collaborating to address the identified needs. An iterative consultation process was undertaken at the country level to facilitate contextualizing the programme to meet each country’s needs. This collaboration with country counterparts helped to identify priority value chains where inputs would be focused on strengthening resilience in the three priority areas of food, economic and environmental insecurity.



² Elements of the Human Security Approach

The Joint Programme was tailored to target 50% women and 25% of persons under age 40 and to work with community groups to provide granting opportunities for pilot and demonstration projects in the areas of disaster preparedness and mitigation, climate change adaptation and value chain development; digital technology, and new cutting edge advances in the agricultural development processing and farming. Illustrated below were the five project outcomes³ across the five countries:



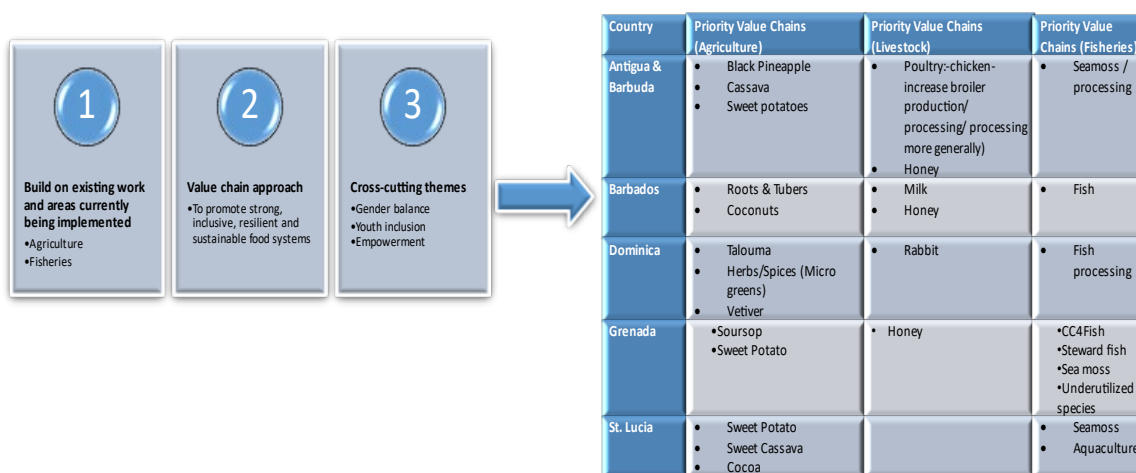
Beneficiary Countries:
Antigua and Barbuda,
Barbados, Dominica,
Grenada and Saint
Lucia

©UN Women/Ryan Brown

PROJECT OUTCOMES

- **Outcome 1:** Gender-responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalized.
- **Outcome 2:** Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups.
- **Outcome 3:** Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses.
- **Outcome 4:** Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy.
- **Outcome 5:** Integration and Mainstreaming of the Human Security Approach

Given the time span of the programme and limited financial resources the strategy employed has been to build on existing work and areas which have already been prioritized for investment within the sector at the country level, to avoid duplication of efforts and wastage of limited resources. The programme strategy⁴ demonstrates specific areas of focus of inputs that were determined in collaboration with counterparts at the community and government level.



Under phase one several activities had begun across the five priority areas to determine: (1) the barriers to why women and youth were not engaged; (2) determine where opportunities existed for these targeted

³ Five Project Outcomes

⁴ Programme Strategy

beneficiaries; (3) to help women and youth gain a better understanding of agri-finance and agri-insurance products and where value could be added in the sector. Implementation of project actions⁵ under phase two had begun but there was a need to accelerate execution, and a rapid assessment would be undertaken under phase three to ascertain whether the UN Trust Fund for Human Security programme was successful in adding value to this sector in the countries.

It was noted that the COVID-19 pandemic impacted delivery at the country level and impeded the UN team's ability to effectively implement as was originally envisioned. However, to date, workplans have been developed for four of the five countries; National Steering Committees have been established in each country and are encouraged to meet on a quarterly basis; communication is ongoing between the Joint Team and national counterparts. The first year's annual progress report was submitted to the Trust Fund and approved.



Project Actions:

- **Assessment of Extension Service**
 - Technical and Business capacity
- **Climate change adaptation**
 - Identification along the value chain
 - Introduction of climate change adaptation strategies
- **Disaster risk resilience**
- **Land and business registration**
- **Sector related policy review and reform**
 - Agri-business and legal literacy
- **Agriculture finance and Agri -insurance products**
- **Value Chain development including supply chain support**
- **Community/ Producer group development**
 - Farmer groups
 - Women's agricultural/ agro-processing groups

V. FINANCIAL UPDATE

With respect to the financial update, the project expenditure was low at 42.6% with a 74.4% cumulative projection by the end of quarter two. In order to initiate the release of the second tranche of funds from the Trust Fund, the cumulative expenditure will need to be 70% or more. The UN participating agencies will continue to undertake efforts to accelerate program delivery and expenditure. Viable options are being considered to accelerate delivery in terms of sequencing and adjusting activities across the programme's lifespan. At the end of quarter two the team will take stock of the programme's trajectory with a view to re-programming resources for approved activities and make an appeal to the Trust Fund.

⁵ Project Actions



UNTFHS Project Updates:

- Workplan development completed in 4 out of 5 project beneficiary countries
- National Steering Committees established
- Establishment of a quarterly forum with National Focal Points
- Official Regional Project Launch: October 2020
- Year 1 Annual Progress Report submitted and approved
- Project Expenditure Y1: 31/05/2021- **42.6%**
 - Projected Expenditure by end Q2- **74.4%** (UNTFHS)

Overarching Issues:

- Implementation delays- COVID-19
 - Slow expenditure; seeking to expend 70% by the end of Q2 to trigger the Y2 allocation: **Target not likely to be met**
 - UNPO undertaking acceleration measures to improve implementation and increase expenditure
 - Seeking to address existing resource gaps
- Remote operationalization of activities
 - Various challenges
- Sequencing of some activities adjusted and some deferred to Year 2 or Year 3 .

Ms. Davis reported that the UN Trust Fund for Human Security contributed a third of the overall budget⁶ articulated. UN agencies were to mobilize the remaining two thirds of funds and were contributing a small quantum of funds that included counterpart funding and technical assistance. Funds for travel and face to face engagements may be re-programmed to manage some resource gaps. Resource mobilization efforts will also continue.

Project Donors	Contribution (US\$)
UNTFHS	\$1,970,405 Breakdown by Agency: UN Women: \$1,027,735 FAO: \$613,645 ILO: \$168,525 UNDP: \$160,500
UN Agencies	\$350,000 Breakdown by Agency: UN Women: \$230,000 FAO: \$120,000 ILO: Technical Assistance UNDP: Technical Assistance
Resources to be Mobilised: Bilateral Donors	\$1,597,000
Resources to be Mobilised: Regional Donors	\$2,335,000
Total Budget	\$ 6,252,405

⁶ Overall project budget

VI. COMMUNICATION

A communications strategy⁷ was developed to enhance collaboration amongst partners, increase the understanding of human security and its impact on development using various platforms.



The slide features the United Nations logo in the top left corner. The title 'Communications Strategy:' is centered on the left side. To the right, under the heading 'External GOALS:', there is a list of goals and implementation methods.

External GOALS:

- To facilitate and enhance communication and engagement across implementing agencies, partners and project stakeholders
- To increase collaboration among partners.
- To showcase the progress and outcomes of the project and enhance its visibility
- To increase understanding of the human security approach to development
- To create interest in the human security approach to development
- To encourage participation and support from the range of stakeholders
- To facilitate the UN Delivering as One including Communicating as One on the project.

Human Interest Stories (Shared responsibility)

- Social Media- Facebook, Instagram, Twitter etc.
- Online- websites
- Other communications products- videos, press releases, articles, photos

VII. EXCHANGE OF VIEWS AND DISCUSSION

The Hon. Minister Fidel Grant, Minister of the Ministry of Blue and Green Economy, Agriculture and Food Security of Dominica revealed the programme supported Dominica's efforts to assist women in agriculture in rural areas, especially single mothers to earn an income within their communities instead of having to commute to town to earn a living at the expense of care of their children.

UN Women's Representative Ms. Tonni Brodber, highlighted that the UN Trust Fund for Human Security programme aligned with the UNDP led EnGenDer project, which UN Women was also collaborating on. This showcased partnership in working as "One UN" to support counties to achieve the SDGs. She also illustrated synergies of UN Women's social protection work in St. Lucia around unpaid childcare with this work on women's economic empowerment through increased productivity in the agricultural sector.

Ms. Valerie Cliff, UNDP's Representative, indicated that a gender responsive study of the impact of structural adjustment programmes and policies, and national policies on small holder agriculture, agro-fisheries and related small businesses had commenced. Advisory notes would be developed from the study's recommendations, to mitigate the negative impact on smallholder farmers, especially women farmers, fisher folk and related small business entrepreneurs. UNDP will be collaborating with National Steering Committees to develop and implement advocacy initiatives that support policy and other changes in the sector. The Summary Reports and Advisory Notes will be shared with countries for discussion and the development of initiatives under Outcome three. Though behind in the annual work plan it was projected that UNDP will meet its delivery forecast for the year. Ms. Cliff highlighted the challenges of COVID-19, sourcing human resources, outdated agriculture sector data, and data that was not gender disaggregated, as all impacting on their efforts.

The Resident Coordinator reminded that a lot of resources envisaged were still to be mobilized and perhaps a resource mobilization strategy discussion could ensue. He suggested considering mobilizing

⁷ UNTFHS Programme Communications Strategy

resources from traditional partners, international financing institutions, counterpart funding or countries contributions.

Ms. Isiuwa Iyahen, UN Women's Programme Specialist - Economic Empowerment and Statistics, informed that Business Coaching and mentoring services were delivered to women farmers in Antigua and Barbuda, Barbados, Dominica and St. Lucia. Legal Advisors were retained to provide guidance, legal support and deliver legal clinics. In the same countries UN Women had contracted consultants to review the national support and incentive schemes to identify where the incentive structures and support services were located, for practitioners in the agriculture sector i.e. farmers and agripreneurs. The review would inform and support mainstreaming of human security and gender equality in development planning; and 'how to guides' on land and business registration were developed to support women farmers navigate the process. She further opined that the programme provided an opportunity to provide recommendations on areas of potential bottlenecks in the countries. Ms. Iyahen inferred some the key challenges to implementation of the programme were due to operational challenges that had prevented execution of key activities related to collecting baseline information on the agriculture sector, which subsequently impacted the implementation of activities to be delivered by other agencies.

St. Lucia's Director of Gender Relations, Ms. Janey Joseph, suggested that to mitigate the risk of intended beneficiaries not accessing the capacity development envisioned, that the programme should consider employing a "training of trainers" methodology, whereby persons could be trained who would then impart the knowledge to persons beyond the lifespan of the project. She also suggested that the programme consider having country-based Coordinators to facilitate the acceleration of implementation, similar to what had been done with the EnGenDer project.

VIII. NEXT STEPS

The Joint Team and National Steering Committees were to consider reprogramming with a view to accelerating implementation for expected delivery for the remainder of the year. The second Steering Committee meeting will convene in October 2021 for follow up discussions and decisions.

IX. ANY OTHER BUSINESS

There was no other business and Resident Coordinator thanked representatives for participating in the first UN Sub-Regional Team for Barbados and the Eastern Caribbean Joint Programme with the UN Trust Fund for Human Security Regional Steering Committee Meeting.

ANNEX B: NATIONAL FOCAL POINTS MEETING MINUTES

UNTFHS National Focal Points Meeting

Date	Tuesday, 23 March 2021	10:00 a.m. – 11:00 a.m.
Venue	Zoom Online Platform	
Agenda	<ol style="list-style-type: none"> I. Welcome and Introductions II. Updates on UNTFHS project III. National Steering Committees IV. Upcoming Meetings V. Any Other Business 	
Attendees:	<p>Angela Davis, Project Coordinator (UNTFHS Project);,Isiuwa Iyahen, Programme Specialist, Economic Empowerment & Statistics (UN Women MCO-Caribbean); Jamie Saunders, Programme Officer – Directorate of Gender Affairs, Antigua & Barbuda; Michael James, Plant Protection Officer - Ministry of Agriculture & Food Security, Barbados; Julia Bishop, Economist – Ministry of Agriculture & Food Security, Barbados; Delia Cuffy-Weekes, Gender Focal Point, Ministry of Agriculture, Dominica; Chrissy Worme-Charles, Permanent Secretary, Ministry of Housing, Social Development, Grenada; Janey Joseph, Director of Gender Affairs, St. Lucia; Shade Richardson, Programme Associate (UN Women); Marcia Lavine, Programme Associate (UN Women).</p>	

MEETING SUMMARY NOTES

I. WELCOME & INTRODUCTION

- The Chair welcomed focal points and thanked them for their attendance at the first quarterly meeting. She requested colleagues to introduce themselves and the sectors they represented to facilitate each country participant’s familiarity with each other.
- The Chair indicated that the governance structure for the project outlined a number of different levels of engagement to seek to ensure optimum program delivery to meet the programs goals and objectives; to ensure and reinforce the levels of accountability that were expected or anticipated under the project. Though each country has their distinct differences there are some areas of commonality, and she thought it important to provide an opportunity for national focal points to engage and become familiar with each other, to have a forum to share information, discuss problems and strategize to problem solve.

II. UPDATES ON UNTFHS PROJECT

- The Chair shared a brief summary of the project outcomes to reorient focal points with the project’s intension and recapped the five major areas of focus that underly the areas in the human security approach i.e. security of the individual, community, country, the environment, health and food security. The project goal was to mitigate the insecurities in some of these areas, namely environment and food security, and the impact of gender inequality across the agriculture and fisheries sector.

- **Outcome 1:** Gender-responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalized. This endeavours to help to strengthen resilience in the wake of natural disasters.
- **Outcome 2:** Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups.
- **Outcome 3:** Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses.
- **Outcome 4:** Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy. How does the project increase and enhance the resilience of those communities to either work together or for individuals to contribute to the community response in relation to those area? And to provide a means by which to advocate for the needs of those communities in a more structured way.
- **Outcome 5:** Integration and Mainstreaming of the Human Security Approach. The goal was for the UN System to ensure that all of our strategic planning engagements are embedded with the human security approach throughout, from the conceptual framework and within the strategic planning documents.
- The human security project strategy encompassed policy reform advocacy; institutional strengthening; technical support; services to contribute to the human security for farmers and fisherfolk, small agro and fisheries business; pilots and demonstrative activities in the areas of disaster preparedness, climate change adaptation and value change development.
- The Chair reminded focal points that the human security project was signed into existence in 2019 and execution began in 2020, just as COVID-19 presented itself in the region. She acknowledged that COVID-19 has presented in real time what it is like to execute and deliver development assistance in a disaster risk setting; even though one could not fully understand or appreciate the full extent of what that meant in terms of daily existence within our communities and countries. The Chair conceded that the COVID-19 environment meant that the way development assistance has been implemented had to be revisited, from face-to-face interactions to online platforms; and that had its challenges and implications for project delivery in terms of operationalization of some activities. She told the focal points that the UN partners, with their inputs will have to continue to take stock of where we were with particular activities, what was the intended implementation envisaged, and to be very open to making course correction changes and adaptations to the mode of delivery, if it was not feasible in reaching the intended objectives. Where impossible, significant discussions will have to be undertaken regarding re-programming of funding and applying funds to areas where it makes better sense in the current reality, or to possibly cancel certain activities if we were unable to execute them. She informed that there were ongoing discussions within the UN

regarding how delays were impacting the budget and the rate of implementation for the lifecycle of the project.

- The Chair alluded that details pertaining to the delivery of project activities will be presented by outcome areas at the National Steering Committee meeting on 29 March 2021; which would be year 1 activities. Focus will be on where the project is at in relation to what was originally characterized as year one. Other UN agencies will be participating and sharing information on where they were with respect to those activities.
- The focal points were informed that the Annual Progress Report for the first year of implementation was submitted and confirmed that the UN Trust Fund for Human Security had approved the year one report. The Trust Fund was made aware of the delays due to COVID-19 and were informed about the proposal to accelerate programme implementation.
- The Chair conveyed the Trust Fund's appreciation of each country's engagement to establish their work plans. Despite the challenges, Antigua & Barbuda, Barbados and St. Lucia had made adaptations to certain elements within their workplans and had advanced the engagement of the Business Coaches and Legal Advisors that UN Women had contracted on retainer for the duration of the project. The fast tracking of this element of the workplan facilitated the Business Coaches to complete their obligations in a six-month period. In the case of the Legal Advisors, they will be retained for a two-year period and their engagement has contributed to beneficiaries exposure to the legal elements of their work. She thanked the focal points for facilitating this process and for introducing the consultants to the respective Steering Committees, and linking them to other stakeholders in a manner that the project had envisaged.
- Three of the four agencies (FAO, UNDP and UN Women) would have incurred movement in the project. These agencies have moved elements of the work forward and would have communicated with the bureau focal point or the agriculture focal point in those countries that have a working relationship with FAO. ILO has not made direct engagement at the country level.

Jamie Saunders of Antigua & Barbuda, confirmed that COVID had disrupted a lot of the plans envisaged for the project and because of the constantly evolving dynamics they had to effectively adapt new ways to operationalize the execution of activities. One of their consultants was able to conduct entrepreneurship capacity training in the agriculture and fisheries sectors; however, there has not been much action because of the difficulties posed by COVID-19.

- Michael James of Barbados, indicated that initially the Zoom meetings allowed for the capture of many persons in one space who would have otherwise been busy; however, the face to face interaction has been missed. Persons seemed to have lost interest due to the intervening time lag after the planning period; and Julia and he had to rigorously follow up with persons in order to receive responses on the documents that were circulated after meeting with Dr. Little. An online questionnaire was also circulated and that methodology had its difficulties due to

persons providing incorrect e-mail addresses, and they will be following-up to acquire up to date information. However, they were able to coordinate two Zoom calls and he felt that if a one-pager could be provided on what was happening with the project they could get everyone enthused and re-engaged with the workplan.

- Janey Joseph confirmed that in St. Lucia there was greater interest in the project at the beginning with the Zoom engagements; however, people were bogged down with competing meetings on the online platforms. She also felt in order for the project to be effective, it needs the face-to-face component to reach and engage those persons who would be mostly impacted by it. Janey indicated if the project continued on the path it was on, it will lose an opportunity to reach people in a different way. She welcomed meeting with the Steering Committees from the various countries to have a deep evaluation of how the projects were going, to find out to what extent the projects could continue in the manner initially envisaged or to return to the drawing board to reconsider certain aspects. She said the project might have to focus on creating the tools that could be used by Agricultural Extension Officers, Fishery Extension Officers and the Gender Bureau; and strengthening the training programmes available through the Department of Commerce. Janey also confirmed that having the consultants on board and working on the ground had facilitated engagement by the agencies and an opportunity for sharing information and networking; and connecting actual beneficiaries to the sustainable mechanisms that were already in place to continue to assist them after the project had concluded.
- The Chair indicated that the plan was to continue to keep focal points engaged with frequent communication and the end of quarter meetings, in addition to the quarterly joint Steering Committee meetings. She will discuss the suggestion of providing a one pager to update the National Steering Committees. She also informed that in addition to the feedback from the national focal points, that UN Women has taken into account the feedback from the consultants that were engaged, regarding the challenges they have encountered trying to do the work remotely.
- The Chair confirmed that UN Women was a bit delayed with respect to the engagement of the Business Coaches and the Legal Advisors for Dominica. The initial recruitment process was not successful in recruiting appropriate persons and the process had to be redone. She will introduce the successful Business Coach applicant to Delia Cuffy-Weekes. UN Women was not successful with the recruitment of a Legal Advisor and we have to figure out whether or not to continue with the process. In the case of Grenada, both of those processes have to be revisited.

III. NATIONAL STEERING COMMITTEES

- The Chair advised that the UN anticipated leaving the convening of the quarterly National Steering Committees in the domain of the focal points. She said that these meetings could include UN participating organizations to give inputs in terms of what was happening in the country, or if there were particular issues or challenges with an activity it could provide an opportunity to be discussed, but that was at the Steering Committees' discretion. The UN envisaged the forum to be managed by

the national focal points to reflect on the project and be able to give their honest feedback and critique on how the project was being rolled out in each respective country.

- The Steering Committee has several different remits, it serves as a bridge between the UN and the national programme; and it also serves to assist with the engagement of the stakeholders. Part of the remit of the Steering Committee was to ensure that the nexus between the agricultural sector and the issue of women's economic resilience and empowerment was being closely monitored and tracked in relation to the project and its intended outcome.
- The Chair confirmed that Grenada recently formulated its Steering Committee and had its first meeting; however, she was not aware that the other countries held Steering Committee meetings since the planning meetings. She proposed sending a calendar of proposed meeting schedules for the remainder of the year so that this could be used to factor in how to go about planning in relation to the project. She also requested that UN Women receive the Minutes of the Steering Committee meetings held, so that a record is kept for the Trust Fund's review, as part of the Annual Report submission. The Chair said that UN Women could continue to facilitate the meeting processes by providing Zoom connectivity and forward the audio transcripts to assist with the preparation of the Minutes of the meetings. Janey Joseph confirmed that St. Lucia's Steering Committee will be meeting the second week in April 2021 and felt that a strength of the project was the necessary coordination between the Department Commerce, the department responsible for equity and social development, Gender Relations, the Department for Innovation and the Ministry of Agriculture and Fisheries.
- Delia Cuffy-Weeks of Dominica confirmed that components of ongoing projects were serving the needs of the human security project and because she was the gender focal point within the Ministry of Agriculture, she has been working close with other ongoing UN projects. Elements of the participatory integrated climate services for agriculture project dovetails with the human security project; with a focus on gender mainstreaming within the pilot communities, there is a target of 60% women to 40% men. Though not a direct component of the human security project they have similar outcomes that made it easier in terms of implementation of the human security project that included concepts of social protection and the necessities of the human security project. In an effort not to duplicate what is happening on the ground and in terms of allocating scarce resources, then, most of their energies have been focused on facilitating the program so that they can move everything forward in an orderly fashion.
- The Chair advised focal points that UN Women could facilitate requests to have technical aspects of the work presented at the Steering Committee meetings, and that she will continue to forward relevant information that could be shared with the larger committee. She confirmed that she will follow up with Delia to see how to articulate where the projects complementarities reside to ensure that there is no duplication of efforts. This was an opportunity to leverage resources to further enhance what was being offered or table the activities, given the particular space that we were in, in terms looking closely at the project to make some determinations in that regard.

- Isiuwa Iyahan thanked Delia and confirmed that this information was useful especially when the UN was developing and streamlining the sustainable development framework to deliver as one. She felt Member States should flag this type of scenario with the UN and that countries' principals that represent governments need to be made aware and have dialogue on the emerging sustainable development framework; and that these important issues need to be raised and discussed. It was a coordination challenge and it was important because when times comes for implementation departments are tasked with undertaking projects that duplicate each other.

IV. UPCOMING MEETINGS

- The Chair informed she will forward the schedule of upcoming meetings for the year. She suggested convening the National Steering Committee meetings after the focal point meeting so that information was communicated to the wider committee. The upcoming quarterly meet on 29 March 2021 will be a convening of all the Steering Committees and the respective principals could be invited if the committee desired. The meeting will discuss the project outcomes and updates presented by UN Agencies.
- The UN Resident Coordinator will be convening two high level meetings annually regarding the project; a meeting with the respective lead Ministers is proposed for end of April 2021 and the other will be convened end of October 2021, just before submission of the Annual Progress Report. There was a possibility that national focal points will be involved in these deliberations i.e. ministry of agriculture, gender and national focal points.

V. ANY OTHER BUSINESS

- The Chair confirmed that the workplan at the Outcome level will be discussed at the upcoming meeting on 29 March 2021; however, country specific workplans will be discussed during the national steering committee meetings.
- The Chair concluded with thanking everyone for their active participation and for a productive meeting. The notes of the meeting and the calendar will be shared; and she would endeavour to action suggestions that have been made and follow up.

UNTFHS National Focal Points Meeting

Date	Thursday, 9 September 2021	11:00 a.m. – 12:00 p.m.
Venue	Zoom Online Platform	
Agenda	<ul style="list-style-type: none"> I. Updates from the UNTFHS II. Updates from the National Focal Points III. Bottlenecks/Trouble shooting IV. Any Other Business 	
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project); Jamie Saunders, Programme Officer – Directorate of Gender Affairs, Antigua & Barbuda; Michael James, Plant Protection Officer - Ministry of Agriculture & Food Security, Barbados; Janey Joseph, Director of Gender Affairs, St. Lucia; Shade Richardson, Programme Associate (UN Women); Marcia Lavine, Programme Associate (UN Women).	

MEETING SUMMARY NOTES

I. UPDATES FROM THE UNTFHS

The Chair thanked colleagues for participating and indicated wanting an opportunity to provide updates from the UN Trust Fund for Human Security and to receive updates from the National Focal Points; as well as discuss any bottlenecks and trouble shooting. She acknowledged that the programme still encountered implementation delays of differing complexities depending on the agency; that included sourcing the appropriate personnel to undertake consultancies, identifying and securing beneficiaries to participate in various activities, revamping technical aspects to address activities given adaptations that had to be employed e.g. more virtual and less face to face meetings. Additionally, the programme had not met its 70% threshold by 30 June 2021, in spite of mitigation measures to accelerate implementation. Angela Davis provided a brief update per output and a copy of the full report will accompany the Minutes of this meeting.

Output	Status
1.1 Strengthening extension services for women farmers and small business entrepreneurs	FAO will roll out the Assessment Tool August/September with reporting in October 2021. It has been digitalized and tested, and value chains have been identified in each country
1.2 Increase appropriateness of our region effectiveness of direct support and incentive schemes for small scale farming, fishing and small businesses particular focus on many farmers in small business entrepreneurs	This combines Activities 1.2.1, 1.2.2 and 1.2.3. The consultant commenced working from 19 April 2021 and would have engaged National Focal Points on that scope of work. The contract has been extended to facilitate completion of deliverables.
1.4 Reforms and improvements implemented	Deferred to year two
2.2 Agricultural Insurance products	In progress. Insurance product profile outline completed for Antigua & Barbuda. Groundwork was in progress with assistance from focal points

	<p>in the line ministries to analyze this and the needs of the communities have been completed in Antigua & Barbuda, Grenada and St. Lucia. Project modeling projected to be delivered by quarter three. A partnership with Caribbean Catastrophe Risk Insurance has been established. A budget revision will be undertaken to facilitate use for consultation and accommodate staff costs.</p>
<p>Outcome 3.1 Review, reform modernization of the land and business registration system</p>	<p>Refers to Activities 3.1.1, 3.1.2 and 3.1.3 that was in progress. The agricultural land bank management system has been introduced in Grenada and St. Lucia under a separate FAO programme. The recruitment of the Information System Design consultancy has been delayed resulting in both countries needing additional time collect data and to confirm the TOR to be executed. Training was scheduled for August/September 2021. The Legal and Land Survey consultancies will take place September to November</p>
<p>Outcome 3.2 Increase land tenure registration by women farmers and women small business entrepreneurs of their business and resulting in these benefits effectively materializing</p>	<p>Activity 3.2.1 has been completed. Activity 3.2.3 was in progress. The Legal Consultants have been retained as Legal Advisors for Antigua & Barbuda, Barbados and St. Lucia on a two-year retainer contract. There were challenges in recruiting individuals to participate in the legal clinics process, but the line ministries were facilitative in locating beneficiaries. The first deliverables were much overdue, and consideration will have to be given to reconfigure this activity.</p>
<p>Output 3.3 Increased land tenure registration by women farmers and women small business entrepreneurs of their businesses resulting in the stipulated benefits effectively materializing</p>	<p>Activity was in progress pending discussion with FAO to determine new dates for completion.</p>
<p>Output 3.7 Structural adjustment programmes reviewed, and adjustments required and recommended and created</p>	<p>Refers to Activities 3.7.4, 3.7.5 and 3.7.6 that was in progress. Report was completed and recommendations generated that fed into Advisory Notes and suggested advocacy initiatives that were being reviewed. Sixteen structural adjustment programmes were reviewed across beneficiary countries, recommendation for advocacy initiatives were prepared for discussion with national partners for development. Activity projected to be completed by end of quarter four.</p>
<p>Output 4.1 Farmers groups established and or strengthened</p>	<p>The Business Coaches activities were advanced and completed in year one, in four beneficiary countries Antigua & Barbuda, Barbados, Dominica and St. Lucia. A successful candidate for Grenada has not been found and have reached out to the Steering Committee regarding sharing CVs of suitable persons for consideration.</p>

Outcome 5	<p>Combines Activities 4.1.3, 5.2.1, 5.3.1, 5.4.1 and 5.5.1 that was in progress. Consultant retained on a one-year basis to gender equality and human security mainstreaming efforts. She has completed the scorecard to be shared to track progress of the recommendations made by the Business Coaches in the business clinics and the one-on-one consultations in terms of follow up actions and resources that beneficiaries have been able to access to help move forward and how they have managed to progress in better establishing their businesses.</p> <p>She was developing two Toolkits that will be launched on the ParlAmericas website on 15 October 2021 in commemoration of International Day of Rural Women. The UN Women/ ParlAmericas shared platform informs and educates parliamentarians on different aspects of work related to gender equality. One Toolkit mainstreams and look at structural adjustment programming in relation to human security and the other is in relation to gender equality and human security. Invitations will be issued to Ministers, Permanent Secretaries, decision makers and National Focal Points to participate in the launch. It was hoped that they will tap into the Tools and use them to inform how they influence this space moving forward as part of the project.</p>
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The Chair confirmed that the technical team were forging ahead with implementation; however, critical decisions will have to be made in relation to changes to the scope of work that was previously shared. A meeting of the Heads of Agency was scheduled for 16 September 2021 to take stock of the programme's implementation and discuss the possibility of programmatic adjustments; and the outcome will be communicated to National Focal Points and the National Steering Committees, as this has implications for workplans and budgets, and the donor must approve any amendments to the workplan.

Though the donor community were interested in agriculture and food security the Chair conceded that there were still resource gaps that needed to be addressed and confirmed that COVID-19 presented challenges and priorities had shifted in terms of donor resources. She said consideration would be given to allocations identified for travel and regional meetings/workshops that could not occur due to travel restrictions. These cost savings could be utilized to deliver on certain aspects of the programme with a reduced scope.

ILO was collaborating with their headquarters on foundational aspects of the work pertaining to the insurance products but due to staff shortages they were unable to undertake the work in the region to facilitate implementation and that has implications for other elements of the programme that was dependent on ILO's outputs.

The Chair confirmed that preparation for year two annual and progress report would commence shortly for submission by 31 October 2021.

II. UPDATES FROM THE NATIONAL FOCAL POINTS

Given the interest by the donor community in the agricultural and food security space, the Chair requested the National Focal Points to reflect on how those competing interests were impacting coordination and their management level to ensure that all the relevant linkages were being adequately met; those resources were being directed to where it was most needed, and the correct beneficiaries and stakeholders were being engaged in the process. She wanted to be cognizant of how burdensome it was to coordinate efforts with most of the work being done remotely and additional requests being made to assist; as well as discuss what can be done to mitigate this situation.

St. Lucia

Janey Joseph observed that a lot of activities that were not undertaken by UN Women seemed not to carry the tag of delivering as one under the UN Trust Fund for Human Security programme, case in point the UNDP component of the programme. She confirmed the Gender Bureau has been left out and was not engaged sufficiently by the Steering Committee in what was transpiring. Though the project might be progressing, there was a disjointed approach to the implementation as elements were not tied together within the broader context of the project. She thought it critical that the two agencies gender and agriculture should be involved in coordinating the elements of the programme and engaging at the country level.

Janey further reported being in touch with women fisher folk and confirmed there was a growing need for the insurance products given the challenges that were specific to the fisheries sector. When revisiting the workplan and modifications undertaken she requested to have some of these specific needs considered and provided for through the ongoing projects.

Subsequent to July's general elections the Gender Bureau had a new Minister and Permanent Secretary, who indicated interest in participating in the upcoming Steering Committee meeting. She will be providing a brief on the UNTFHS program to them shortly.

The Chair reiterated that the technical team was at the disposal of the National Steering Committees to discuss the project from an overall perspective or in relation to specific activities, but this would be at focal points request to participate in the Steering Committee meeting.

Barbados

Michael James reported that it was a challenge to coordinate agencies and quite a struggle following up on responses. His colleague was on parental leave, and this has restricted him from actively following up. This was further compounded when personnel were not staff and they were communicating with a single person for follow up action; and cited the reports that were sent for review and feedback; and to date only one response was received. He was following up with the Bureau for a response that was two weeks overdue.

Michael noted that there was some overlap with the questions presented by consultants Dr. Whitehead and Dr. Little. He confirmed that the FAO's component of work was on schedule; however, to meet project deadlines they were working late into the evening to facilitate this. He confirmed that the workplan should be reviewed pragmatically to determine what could be achieved and concentrate on areas that could be successfully implemented.

Michael James reiterated that due to amount of paperwork his preference would be to receive updates in an itemized format for ease of reference; and that consideration should be given to mapping this project and other ministry projects to showcase their interlinkages and the different services that were being provided.

Year one activities were well on the way and the Chair encouraged colleagues to review years two and three workplan to see what was feasible to implement and present to the various Steering Committees to illicit feedback on what they would want prioritized.

Antigua & Barbuda

Jamie Saunders confirmed that the COVID-19 pandemic has led to delays in different aspects of programme implementation and infrequent meetings of the National Steering Committee; and they have struggled with follow up responses to reports that were submitted. This situation has also led to sporadic communication and engagement with stakeholders, and though representatives from the Ministry of Agriculture and Investment Authority sat on the Steering Committee the Small Business and Private Enterprise component of the work suffered due to a lack of response. He undertook the research and provided information to assist the Consultant and provided direct contact details of those persons on the Committee who could assist with the research work. The Legal Advisor struggled to get participation at the clinics and Jamie liaised with the Ministry of Agriculture focal point who was able to assist with locating potential participants.

The Chair encouraged National Focal points to convene quarterly Steering Committee meetings that could provide an opportunity for communication, and to share inputs and facilitate feedback on aspects of the work.

III. BOTTLENECKS/TROUBLE SHOOTING

ILO's component of work has implications for other elements of the programme that was dependent on their outputs.

The Ministry of Agriculture and the Gender Bureaus were not communicating and to facilitate a gender equality lens of the programme communication between both must obtain to ensure that the gender equality connections were being made. The Chair confirmed she will raise the communication issue with FAO and with the National Gender Mechanisms so that there was a bi-directional flow of information and collaboration to rectify this situation because the Gender Bureaus must be engaged and have a clear understanding on what was transpiring.

IV. ANY OTHER BUSINESS

Though the primary objective of this programme was not to address gender-based violence (GBV), the Chair indicated it was prudent to be aware of situations that could manifest so that referrals can be provided to the gender bureau who would provide the necessary resources to the individuals.

There being no other business, the Chair thanked colleagues for participation in this quarterly meeting.

**ANNEX C: GRENADA NATIONAL STEERING COMMITTEE
MEETING NOTES & LIST OF COMMITTEE MEMBERS**

Building Effective Resilience for Human Security in the Caribbean Countries
The Imperative of Gender Equality and Women Empowerment in a Strengthened
Agriculture (and related Agri/Fisheries Small Business) Sector:

UN Trust Fund for Human Security Project

Virtual Stakeholder Consultation to Discuss Work Plan

<i>Date/Day</i>	Wednesday June 16, 2021
<i>Venue</i>	Zoom Online Platform
<i>Agenda</i>	<ol style="list-style-type: none">I. Welcome and IntroductionsII. Overview of Value ChainsIII. Overview of the Work-PlanIV. Open Discussion/QuestionsV. Next Steps/Closing

PRESENT

Angela Davis – Programme Coordinator

Marcia Lavine – Programme Associate

Fransen John –Food security officer

Andrea Cummings - UNDP joint coordinator

Feona Sandy – Country Coordination officer with UN resident coordinators office

Vermaran Extavour – International Value Chain Expert

Isiuwa Iyaha – UN Women

PS Chrissie Worme – Permanent Secretary, Ministry of Social Development

Samuel St. Bernard – Focal Point, Ministry of Social Development

Jimmy Lindsay – Rep from Ministry of Agriculture

Michael Church – FAO

Lauren St. Louis – Rep from Ministry of Agriculture

Rickie Morian – Rep from Fisheries & Cooperatives

Derek Charles – IICA annually

MEETING SUMMARY NOTES

WELCOME & INTRODUCTIONS

Meeting commenced with introductions from Grenada's Steering Committee, various representatives from the UN and a representative from the FAO. Programme Coordinator expressed that this process will not be a formal one, but one in which conversions will be had with Grenada's team. Conversions will be ongoing as an understanding is needed as to what are the value chain priorities for Grenada.

OVERVIEW OF THE VALUE CHAIN

Ms. Vermaran Extavour, UN representative, then proceeded to give a brief overview of the key areas of the project for which support will be given. These areas are:

- Assessment of Extension Service
 - Technical and Business capacity
- Climate Change Adaptation
 - Identification along the value chain
 - Pilot climate change adaptation strategies
- Disaster Risk Resilience Pilots
- Land Access/Management
- Sector Related Policy Review and Reform
 - Agri-business and legal literacy
- Agriculture and Fisheries Access to Finances and Insurance
- Value Chain Support
 - Supply chain development linkages
- Community Development
 - Farmer groups/organizations & fisher folk
 - Women's agriculture/agro processing groups

The methodology seeks to conduct an analysis of the subsectors and to do a selection process to evaluate market opportunities. This allows us to look at economic, social and environmental components within the value chain. The value chain analysis gives an evidence based approach to accessing resources and funding for the Caribbean countries. Participating in every activity is not required but only in those that hold relevance to the particular country.

Value Chain Development Undertaken in Grenada:

- Fruits – Sour Sop
- Roots & Tubers – Sweet Potato

- Livestock – Honey
- Fisheries – Tuna, Seamos & other underutilized species of fish
- Disaster Risk Management Support – Agricultural risk insurance specific to the nutmeg industry.
- Climate Change Adaptation
- Protected Structures Development – protected structures for production of vegetables for high value market
- Farmer Organization Strengthening – moving to do a mapping of formal farmer organisations
- Strengthening Agricultural Land Management – ongoing project to begin surveys and assessment of agricultural land for leasing out to farmers
- Strengthening of Social Protection Measures –Support the Grenada school feeding Work Plan Activities

WORKPLAN ACTIVITIES

- Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.
 - Targeting 25%
 - Focuses on a gender assessment for extension services, agriculture & fisheries
 - Will be done through a contract
 - Recommendations will help to decisions to be more gender sensitive
 - Results will be used to do an assessment of business extension services
- Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship)
 - Assessment focus on a review (desk study)
 - Currently on the way
 - Consultant already working on review across all five countries
 - Recommendations will be presented back to the country for consideration.
- Output 1.3: Improved awareness by smallholder farmers, fisherfolk and small businesses (with particular focus on women farmers and entrepreneurs) of available support and incentives.
 - Providing information on necessary resources
 - Establishment of a help desk

- Output 1.4: Reforms and improvements (proposed and endorsed following the reviews as per Outputs 2.1 and 2.2 above), implemented.
 - Developing proposals for consideration
 - Implementation of proposed changes

- Output 1.5: Participatory review (with smallholder farmers, fisherfolk and small business entrepreneurs, in particular women) of existing Disaster Preparedness, Response and Recovery Plans; identification of shortcomings and gaps; formulation of recommendations for strengthening prevention and preparedness; and support to the subsequent implementation of these recommendations (with project financial support to pilot initiatives with strong demonstration value).
 - Disaster preparedness review
 - Working in collaboration with Engender project

- Output 1.6: Assessment of major climate change risks to agricultural, fisheries and agriculture and related small business, and implementation of the formulated mitigation and adaptation recommendations.
 - Policy level review
 - Collaboration with CDEMA/NADMA (housing recovery response, individual sector assessment) (DRM & CCA)
 - Innovative protective structures project – CARDI & Chinese Government, management and maintenance of green houses in Grenada.

- Output 2.1: Appropriate financial products and services developed with - or made more accessible by - the financial institutions in support of small scale farming and entrepreneurship.
 - Assessing and developing options to have more effective access of products for small business persons
 - Collaboration with ILO

- Output 2.2: Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed and widely made available.
 - FAO nutmeg insurance program Grenada
 - Insurance products that deal with addressing natural disasters

- Output 3.1: Review, reform and modernization of the land/business registration system.
 - Increase market access readiness and resilience for farmers and agriculture related small businesses.
 - Designing and administering a survey with online support, review reports of survey.

- Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing.
 - Land management information system
 - Agribusiness registration systems
 - Platform for both government and private sector interested in leasing lands
 - Providing legal support (legal documentation and processes) to agricultural entrepreneurs
- Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development.
 - Strengthening value chain of resources
 - Mobilizing resources
 - ILO gender responsive training
- Output 3.4: Increased knowledge of value addition, business and market opportunities.
 - Building capacity and training
 - Establishment of help desk
- Output 3.5: Digital platform, specifically designed for smallholders, small scale fishing and small business entrepreneurs, disseminated to farmers, to small business entrepreneurs and to farmer and small business entrepreneur groups.
 - Online platform for training
 - Evaluation of platform
- Output 3.6: Improved marketing of smallholder and small business products.
 - Training in price and contract negotiation
 - Capacity building
- Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated
 - Advocacy initiative
- Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened
 - Support for 20 groups
 - How to deliver services
 - IFAD funding
 - Business coaches

- Output 4.2: Strengthened Risk Alert and Early Warning mechanism for smallholder farmers and small business entrepreneurs
 - Gender sensitive system
 - Sensitization of disaster and climate change risk
- Output 5.1: Effectively coordinated and implemented project.
- Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF
- Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security
- Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies
- Output 5.5: Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment
- Output 5.6: Documentation of quantified results of the economic impact of greater gender equality and women empowerment (case study, for advocacy purposes)
- Output 5.7: Effective UN-System wide steering and monitoring of the HSTF project, and lessons learned mainstreamed in the MCSDF implementation.
- Output 5.8: High-level Project Launch

QUESTIONS AND ANSWERS

- **Question by Mr. Rickie Morain**, Fisheries Division: after having conversations with the department of cooperatives to review the Work-plan, they stated that there are a lot opportunities for fisheries and cooperatives to be involved. Are there opportunities to further integrate cooperatives in the priority areas for Grenada within the work plan?
- **Answer by Ms. Angela Davis**: Yes, this project allows for community level focus; however the UN did not want to come in and start new entities but to strengthen what already exists. Direct resources and capacity building will be provided to such organizations, more information as to the identity and name of these organizations are needed to assess capacity for governance and structure. This project (UNTFHS) needs to capitalize on what is already happening in the country, the aim is to take existing projects to the next level so that they can have a wider reach and communities are the best place for implementation because it means that persons within that given community

will be developed. She further went on to say that the timeframe for implementation is a short one and that there are not enough resources financially for new initiatives.

- **Comment by Mr. Derek Charles of IICA:** In terms of farmers organization IICA has a lot to offer to this project, existing groups are in need of a lot of support, not just in their functioning but also in the governance structure. In most cases the decision making is not done by the group as a whole but only the executives, and the smaller farmers are of the impression that they have no say and only certain persons benefit and so most groups are not long lasting. Additional support is needed especially in the form of training.
- **Response by Ms. Angela Davis:** As activities are rolled out there is the need for consultants and help is needed to identify nationally based consultants to inform and share ideas and to map the way forward to the building of resilience and the enhancement of sustainability at the community level.
- **Question by Mr. Samuel St. Bernard, Focal Point:** From a management perspective what is the proposed implementation structure of the project? Most of the activities relates greatly to Agriculture and Fisheries and the activities and bureaucratic realities shows that it may be difficult to implement, since activities may involve institutional and policy changes and this Ministry [MOSDHCE] does not have managerial control over most of the decision making processes required.
- **Answer by Ms. Angela Davis.** The premise of this project is to try to enhance women's economic empowering in the sector using the human security approach, ensuring that people are of the center of the inputs. In terms of agriculture it seeks to bring women central to the sector for greater economic potential and empowerment for the women. The project does not exclude men but more attention is placed on women and youths the targets are 50% women, 25% men and 25% youths. Though the project is mainly about agriculture and capacity building, policy reform around agriculture etc. there is a need to ensure that the gender lens is continually reflected within the work of the project. The main role of the focal point is to assist in facilitation of coordination in terms of the national stakeholders meeting, engagement projects inputs, deliveries, updates, actions etc. and to generally be that conduit of information coming from the Government to the UN and to be able to steer consultants in the right direction. There isn't a need for managerial control as the UN agencies that are identified as implementing organizations will have the managerial authority for implementing those activities and it is up them to ensure that they engage with the relevant stakeholders in the country in relation to moving those activities forward, in the instance of any potential issues or problems once they are made known, the UN staff will reach out to the particular Ministry and/or Officials to convene discussions.

- **Question by Mr. Rickie Morain**, Fisheries Division: What is the allocation for Grenada?
- **Answer by Ms. Angela Davis**: total budget including funds to be mobilized for the three year period is \$6,252,405.00. \$1,974,005.00 (1/3 of resources) in the trust fund, remaining 2/3 needs to be mobilized. Allocations are given annually. First year allocation was \$862,420.00. Budget is not divided equally between countries it depends on identified priority for respective countries and how best to maximize funds available therefore timely inputs and prioritization of activities are critical.
- Angela Davis thanked everyone for giving their time and contribution to this process and trust that this meeting was very informative and would have helped paved the way forward for successful implementation.

Activities Planned for the Next Period/Next Steps:

- Work-plan with feedback and notes from the UN will be shared within one week to the Grenada Team.
- Fisheries Division to send in their comments by June 21, 2021
- Ministry of Agriculture to send in comments by June 25, 2021
- Grenada Steering Committee to meet and discuss work plan.
- Draft work plan to be ready by June 29, 2021
- Stakeholder meeting in two weeks

CLOSING REMARKS:

- PS Chrissie Worme Charles and focal point Samuel St. Bernard expressed their gratitude to UN officials for initiating this meeting since it has provided a clearer outlook on what is required for this project.

Meeting adjourned at 12:26pm

Next Meeting: Monday July 5, 2021, 10:00am via zoom.

UNTFHS Steering Committee Grenada

STEERING COMMITTEE MEMBER	AGENCY REPRESENTED
Jimmy Lindsay	Ministry of Agriculture & Lands
Michael Church	Ministry of Agriculture & Lands
Lauren St. Louis	Ministry of Agriculture & Lands
Rickie Morain	Ministry of Fisheries
Royden Beharry	Ministry of Youth
Ernie James	Ministry of Trade
Theresa Marryshow	NGO – GRENROP – Grenada Network for Rural Women Producers
Derek Charles	IICA
Samuel St. Bernard	Ministry of Social Development, Housing & Community Empowerment
Aisha Collymore	Ministry of Social Development, Housing & Community Empowerment
Mrs. Alice Roberts Victor	Gender Affairs - Ministry of Social Development

ANNEX D: GRENADA COUNTRY WORKPLAN

The Results Monitoring Report should cover all work under the proposed programme, i.e. those funded by the UNTFHS as well as those funded by other funding sources.

Key: IICA 🏠 Fisheries 🏠 Ministry of Agriculture 🏠

Please highlight the respective cells reflecting when the activity was implemented/will be implemented.

Activities Refer to the programme proposal regarding the list of activities.	Implementing organization	Budget (US\$)	Amount spent to date (US\$) including other funding sources	Please highlight the respective cells reflecting when the activity was implemented/will be implemented.												Objectively verifiable indicators* (OVI)	Baseline*	Target*	Means of verification* (MOV)	Country level priorities (Yes or No)	Priority Value Chains	Notes / Requests for variation or changes (if any), include any relevant comments to support request	
				Year 1				Year 2				Year 3											* Ensure to include this information for the cells indicated in the results framework.
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
Output 1.1 Subtotal				\$	90,000.00												<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.																Percentage of women farmers and small business entrepreneurs reached by extension services increased.	N/A	25%	Assessment of women farmers and small business entrepreneurs reached.			It is envisaged that the extension assessment tool would be designed and rolled out as a regional activity then a local entity will revise and implement	
Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services. Component 1-FAO: Assessment Agricultural and Fisheries Extension Services (2-month consultancy) Component 2-UN Women: Assessment Business Extension Services (2 month consultancy)	FAO and UN Women	\$	60,000.00													Number of assessments completed.	0	5 (1 per country)	Project reports and government data.	YES	Soursop Honey Sweet potato flour (include other root crops)	- Soursop Value Chain Project - FAO Data Management Project - Engender Project Potato Flour - FAO/CARDI with GIDC/GDB/Dept of Cooperatives - SPARS - AGRICOM - Sweet (Collaboration)	
Activity 1.1.2: Recommendations (informed by results of the Assessments) formulated for the modernization and effectiveness enhancement of gender-sensitive agriculture, fisheries and small business extension services.	FAO and UN Women															Number of recommendations officially put forward to government.	0	2	Report with recommendations on modernization and effectiveness.	YES	Soursop Honey Sweet potato flour (include other root crops)	Same as above	
Activity 1.1.3: Participatory workshop(s) to present, discuss and endorse the recommendations for the strengthening of the agriculture and small business extension services, in particular in reaching women farmers and entrepreneurs.	UN Women	\$	30,000.00													Number of participants from key government agencies. Percentage of participants that report usefulness of workshop.	N/A	25 (participants per country); 70%	Workshop participant list and evaluation forms	YES	Soursop Honey Sweet potato flour (include other root crops)	Same as above	
Output 1.2 Subtotal				\$	15,000.00											<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>	
Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship)																Percentage of women farmers and small business entrepreneurs reached through direct agricultural support and incentive schemes.	N/A	25%	Review of national programmes.	YES	Soursop Honey Sweet potato flour (include other root crops)	Same as above	
Activity 1.2.1: Review of national agriculture and small business support programmes and incentive schemes. 2 month consultancy (desk study)	UN Women	\$	15,000.00													Number of reports on support programmes and incentive schemes produced.	0	6	Final report with recommendations available.	YES	Soursop Honey Sweet potato flour (include other root crops)	Same as above	
Activity 1.2.2: Analysis of the possible need for different or additional support measures and incentives (range of support activities; reach of specific target groups, in particular women smallholder farmers, fisherfolk and women small business entrepreneurs). Included in abovementioned consultancy	UN Women															Number of reports identifying additional needs and support necessary.	0	5 (1 per country)	Final needs assessment report with recommendations	YES	Soursop Honey Sweet potato flour (include other root crops)	The Minor Spices and the Genesis Cooperatives were identified	
Activity 1.2.3: Review and approval of the proposals for revised and expanded support measures and incentives.	UN Women															Number of relevant partners approving expanded support measures.	0	4	Approval document signed by partners agencies.	YES	Soursop Honey Sweet potato flour (include other root crops)		
Output 1.3 Subtotal				\$	28,000.00											<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>	
Output 1.3: Improved awareness by smallholder farmers, fisherfolk and small businesses (with particular focus on women farmers and entrepreneurs) of available support and incentives.																Percentage of beneficiaries reporting awareness of available support and incentives; Percentage of beneficiaries utilizing support.	N/A	50%; 50%	Survey of beneficiaries; Report of the number of beneficiaries with access to Help Desk				

Activity 1.5.1: Review of existing Disaster Preparedness, Response and Recovery Plans and formulation of recommendations to further improve them.																	YES	Same as above Nutmeg & Cocoa	SAME AS ABOVE Project - FAO, Crop Insurance		
	UN Women	\$	100,000.00																	Review disaster preparedness plans wrt fishery development and small business protection	
Activity 1.5.2: Implementation of the recommended improvements, with pilot project funding support. (example: seed banks; more secure storage facility; sea surge protection; etc).	FAO and UN Women	\$	400,000.00														YES	Soursop Honey Sweet potato flour (include other root crops)	Upgrade of storage facility at Melville Street Fish Market (30,000) Sea surge protection for small fishing boats at melville street jetty (15,000) : Petite Martinique and St. Patricks Fishermen cooperatives to be strengthened		
Output 1.6 Subtotal			\$	250,000.00															Notes		
Output 1.6: Assessment of major climate change risks to agricultural, fisheries and agriculture and related small business, and implementation of the formulated mitigation and adaptation recommendations.												Number of assessments on major climate change risks and reports available of mitigations and adaptation measures implemented.	0	5	Final report of funding accessed by stakeholders and effectiveness in addressing climate change risks.						
Activity 1.6.1: Participatory review of the major climate change risks; formulation of adaptation recommendations, including in terms of water harvesting and management; crop diversification; improved seeds; planting and harvesting cycle adjustment; etc.																	YES	Soursop Honey Sweet potato flour (include other root crops) Nutmeg & Cocoa	SAME AS ABOVE Project - FAO, Crop Insurance		
	FAO	\$	50,000.00																	Gouyave poultry farms	
Activity 1.6.2: Implementation of the recommended adaptation measures and initiatives, with catalytical project funding support. (Example: new seed varieties; introduction of new varieties; skills training; new tools; etc.) Community pilot projects: Pilot/demonstration Climate Change mitigation/adaptation activities including renewable energy	FAO	\$	200,000.00																		
Output 2.1 Subtotal			\$	65,000.00															Notes		
Output 2.1: Appropriate financial products and services developed with - or made more accessible by - the financial institutions in support of small scale farming and entrepreneurship.												Number of financial products developed for small holder farmers. i	0	3	Financial Institution Reports. Monitoring and Evaluation reports.						There is work being undertaken by the FAO on an insurance product for farmers. There is at least one insurance company in Grenada that has been approached to provide an insurance service to farmers based on the CCREFI principles.
Activity 2.1.1: Assessment of priority financial product needs and development - or ensuring greater accessibility - of appropriate product solutions (credit; lease; mobile payments and receipts; alternative collateral). (Needs Assessed and Products Developed - Financial Expertise consultancies)																	YES	Soursop Honey Sweet potato flour (include other root crops)	Same as above,		
	UN Women and FAO	\$	50,000.00																	Develop special credit facility for fisher folk at financial institutions such as the Grenada Development Band and the Credit Unions	
Activity 2.1.2: Establishment of a national oversight and effectiveness review mechanism for financial products for smallholder farmers and small business. (Oversight Mechanism Established in the participating countries)	UN Women	\$	15,000.00														YES	Same as above	Same as above		
Output 2.2 Subtotal			\$	434,000.00															Notes		
Output 2.2: Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed and widely made available.												Number of recommendations on agricultural insurance products.	0	1	Insurance products including stakeholders recommendations.						
Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of																				^ - Crop Insurance Project - FAO	

appropriate low-cost insurance products. Component 1: Initial pilot developing insurance products-workshops/Specialist Insurance Consultancy Component 2: Risk Identification and expansion of Insurance Products (5 month Specialist Insurance consultancy)	ILO	\$ 404,000.00															Number of insurance products developed or recommended in consultation with stakeholders.	0	2	Report of insurance products needs of stakeholders identified.	YES	Nutmeg & Cocoa	Grenada's law does not mandate that all boats need be insured. A change in legislation is required to reflect this. Commercial Banks however require purchase of insurance in order that the applicant to qualify for the loan . Another major concern is that Some insurance (Beacon) only covers boats within the territorial waters of Grenada while some boats however have liscences to operate regionally example in Trinidad.
Activity 2.2.2: Awareness raising on available and developed insurance products	UN Women	\$ 15,000.00															Number of Public Service Announcement (PSA) and/or communications tools developed for building awareness of insurance products. Number of persons who see the PSAs/communications tools. Number of persons seeking insurance product that indicate PSA/communications tools influenced their decision.	0	6;15000;50	Campaign for awareness buildings to include PSA or other relevant media products.	YES	Nutmeg & Cocoa	- Crop Insurance Project - FAO
Activity 2.2.3: Establishment of a national oversight and effectiveness monitoring mechanism for insurance products for smallholder farming and small business.	UN Women	\$ 15,000.00															Number of national mechanisms for insurance products oversight.	0	1	List of stakeholders comprising oversight mechanism.	YES	Same as above	Same As Above,
																							Fisheries should be also included in the oversight and effectiveness monitoring mechanism for insurance products for small holder fishing.
Output 3.1 Subtotal		\$ 216,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 3.1: Review, reform and modernization of the land/business registration system.																	Number of review, reform and modernization of land/business registration system; Percentage of beneficiaries registered.	0	5; 50% (beneficiaries)	Review report with list of stakeholders registered in system, recommendations.			Grenada needs to identify a suitable legal advisor
Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems. Component 1: Design and administration of survey with on-line support (one month consultancy); Component 2: Drafting national review reports (informed by survey results) - one month consultancy	FAO	\$ 18,000.00															Number of infrastructural and organizational review on national land/business registration system.	0	6	Final review report on national land/business registration system, with recommendation.	YES	Same As Above	- National Land Policy
Activity 3.1.2: Participatory workshop organized to present, discuss and endorse recommendations to strengthen the registration systems, to modernize it (also through the use of new technologies) and to make them user-friendly, in particular for women farmers and women small business entrepreneurs.	FAO	\$ 18,000.00															Number of participants involved in workshop discussions on usefulness/user-friendly, modernization and functionality of the registration system; Percentage of participants who report usefulness of the workshop.	0	25 (participants); 70%	Report of workshop with stakeholders recommendations to strengthen the registration system, including participation list and evaluation forms.	YES	same as above	
Activity 3.1.3: Development of a costed strategy and action plan to strengthen the land/business registration system and to make it more accessible, in particular for women farmers and small business entrepreneurs.	FAO	\$ 10,000.00															Number of costed strategy and action plan developed to strengthen the land/business registration system. Percentage of stakeholders with access land/business registration system.	0	5 (plan); 50%	Final action plan including costed strategy to strengthen the land/business registration system.			
Activity 3.1.4: Country pilot activities to support the implementation of the above strategy and action for the improvement of the land/business registration systems. Support to national land/business registration (IT; on-line accessibility of land/business records; establishment one-stop desk; etc)	UN Women	\$ 170,000.00															Number of pilot activities to support the implementation of costed strategy and action plan.	0	5	National reports of pilot activities (project) with recommendations on costed strategy and action plan.	YES	same as above	
Output 3.2 Subtotal		\$ 65,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>

Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing.				Percentage of beneficiaries benefitting from increase land tenure registration.	0	25%	Report on beneficiaries with direct benefit, including practical guide on registration system, lesson learned and recommendations.			
Activity 3.2.1: Preparation of a short 'How To' guide on the practical steps related to land and business registration.	UN Women	\$ 5,000.00		Number of practical guidance document available to enhance awareness of land/business registration.	0	1	Practical guide to inform stakeholders on ways to register.	YES	Same as above	Short 'How To' guide needed for new and perspective fisher folks entrants into the market. A new machine for the production and issuing of Fisher ID is also urgently needed.
Activity 3.2.2: National Help Desk(s) or Hotline(s) established to provide women farmers and small business entrepreneurs with guidance and support in this registration process and in obtaining the stipulated benefits resulting from this registration. <i>Limited equipment support and preparation FAQ page to support country Help Desk establishment</i>	UN Women	\$ 15,000.00		Number of Help Desk(s) established to support the registration established; Percentage of beneficiaries from registration system.	0	2; 60% (beneficiaries)	Help Desk site visit report	NO		
Activity 3.2.3: Provision of direct land/business registration support to women farmers and women small business entrepreneurs. <i>Legal Advisors</i>	UN Women	\$ 45,000.00		Number of beneficiaries benefitting from direct land/business registration support.	0	1	List of beneficiaries and final report on direct land/business registration support, with lessons learned and recommendations.	YES	same as above	
Output 3.3 Subtotal		\$ 923,500.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development.				Percentage of beneficiaries benefitting from technology/business packages documented and incentive and training programme put in place.	0	50%	Assessment of beneficiaries with direct benefits of technology/business packages, incentives and training programmes.			
Activity 3.3.1: New supply chain opportunities identified, documented, 'How To' guides developed, and start-up support provided.	FAO	\$ 300,000.00		Number of supply chain opportunities identified and document; Number of practical guide developed; Percentage of stakeholders benefitting from start-up support.	0	10 (supply chain); 1 (guide); 50% (stakeholders)	Report identifying new supply chain opportunities including the number of beneficiaries benefitting from start-up support; Practical guide to inform stakeholders of new supply chain start-up opportunities.	YES	same as above	Grenada Cooperative League Limited - Business development
Activity 3.3.2: Individual or group agriculture and fisheries related small business opportunities (trade; storage; agro-processing) identified and documented in 'How To' guidance, and training documentation; and start-up support provided. <i>Component 1: Regional Meeting with Ministries of Small Business and Gender Focal Points to discuss approach, technical support and project support modalities (two days; 30 participants) Component 2: In partnership with Ministries of Small Business and Gender Focal Points, up to 14 new agriculture sector related business per country (70 in total) provided with small start-up grant (\$ 6000 on average per new business)</i>	UN Women	\$ 450,000.00		Number of individual or group agriculture and fisheries related small business opportunities identified; Number of "How To" guide and training manuals developed; Number of stakeholder participating in and benefitting from start-up support.	0	30 (25 individual 5 group); 1 (guide and training package); 50 (stakeholders)	Participants list identifying individual or group; Practical How To guide and training package including lesson learned opportunities and stakeholders recommendations.	YES	same as above	Same as above
Activity 3.3.3: Training packages and modules put together and delivered to interested potential small business entrepreneurs, with a particular focus on women.	ILO	\$ 103,500.00		Number of training packages and modules put together and delivered to potential small business entrepreneurs.	0	1	Training package materials put together and printed modules.	YES	same as above	
Activity 3.3.4: In collaboration with concerned Ministries, incentive and support programme (specifically targeting women farmers, fisherfolk and small business entrepreneurs) designed and put in place.	UN Women	\$ 10,000.00		Number of incentive and support programme designed and put in place.	0	1	Written overview of available incentive and support facilities.	YES	Same as above	
Activity 3.3.5: Easily accessible Help Desk for start-ups established.	FAO and UN Women	\$ 60,000.00		Number of Help Desk established.	0	2	Help Desk site visit.	YES	Same as above	Strengthened existing help desk at the Fisheries department
Output 3.4 Subtotal		\$ 30,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>

Output 3.4: Increased knowledge of value addition, business and market opportunities.				Percentage of beneficiaries who report that they have benefitted from increased knowledge (training).	0	50%	Report on number of direct beneficiaries benefiting from increased knowledge, business and market opportunities.			collaboration with Grenada Bureau of Standards,
Activity 3.4.1: Knowledge and skill-building training on topics such as agro-processing, fish processing; conservation; standards and packaging.	UN Women	\$ 15,000.00		Number knowledge and skill-building training conducted; Percentage of participants benefiting from knowledge and skill-building training.	0	1; 50%(participants)	Training materials and printed manual; Report of training outcome with recommendations.	YES	Soursop Honey Sweet potato flour (include other root crops)	Division of Cooperatives and Fishery to participate in knowledge and skill building training work shops : Gouyave and petit martinique Fishermen
Activity 3.4.2: Training on accessing new market opportunities, including supply chain management and linkages with the eco-tourism sector.	UN Women	\$ 15,000.00		Number of training on accessing new market opportunities; Percentage of participants benefiting from training on accessing new market opportunities.	0	1; 50% (participants)	Training materials and printed manual; Report of training outcome with recommendations.	YES	Soursop Honey Sweet potato flour (include other root crops)	
Output 3.5 Subtotal		\$ 200,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 3.5: Digital platform, specifically designed for smallholders, small scale fishing and small business entrepreneurs, disseminated to farmers, to small business entrepreneurs and to farmer and small business entrepreneur groups.				Percentage of stakeholders benefiting from digital platform.	0	60%	Registry of stakeholders on the digital platform.			
Activity 3.5.1: Support to farmer and small business entrepreneurs by making available an on-line information system and farm/business application (providing support for investment decisions; farm planning; financial management; crop decisions; market intelligence; access to financial and insurance products and services; simplified accounting; transport; and crop wastage prevention and spoilage reduction).	UN Women	\$ 100,000.00		Number of on-line information systems and farm/business application developed; Number of beneficiaries benefiting from training provided to farmers to inform and increase accessibility to on-line information system and applications.	0	1 (online platform); 2 (training)	Verification of on-line information system and application; Report on training outcome with recommendation.	YES	Same as above	
Activity 3.5.2: Effective feedback from users related to the digital platform established, and adjustments to the platform developed taking into account feedback received	UN Women	\$ 100,000.00		Number of on-line evaluation page developed to capture feedbacks from digital platform users; Number of feedback provided by users.	0	1 (evaluation form); 20 (feedbacks)	Review of feedbacks provided in on-line evaluation forms, with adjustments.	yes		
Output 3.6 Subtotal		\$ 110,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 3.6: Improved marketing of smallholder and small business products.				Percentage of direct beneficiaries from improved marketing of small holder and small business products.	0	70%	Report on workshops and training including stakeholders recommendations.			
Activity 3.6.1: Training workshops on price and contract negotiation.	UN Women	\$ 40,000.00		Number of participants attending workshops; Percentage of participants benefiting from usefulness of workshops.	N/A	25(participants) per country; 70%	Workshop participant list and evaluation forms; Report of workshop with stakeholders recommendations.	YES	Same as above	
Activity 3.6.2: Leadership training with women farmers, fisherfolk and small business entrepreneurs to build negotiation skills with intermediaries, hoteliers, cruise owners/suppliers.	UN Women	\$ 40,000.00		Number of participants attending training; Number of training manual with materials.	0	40(participants); 1	Report of training with list of participants, including lessons learned and recommendations.	YES	Same as above	
Activity 3.6.3: A more harmonious and win-win relationship achieved between targeted buyers/intermediaries and farmer/entrepreneur groups.	UN Women	\$ 30,000.00		Number of meetings held to discuss win-win relationship achieved between stakeholders.	0	1	Meeting minutes, including list of participants from different countries.	YES	Same as above	
Output 3.7 Subtotal		\$ 250,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated				Number of reviews Structural Adjustment Programmes	0	100%	Report on structural adjustment programmes including the number of direct beneficiaries and recommendations.	NO		
Activity 3.7.1: Structural adjustment proposals and plans, impacting on small-scale farming and fishing and related small business, reviewed.	UNDP	\$ 100,000.00		Number of proposals and plans developed.	0	2	Report of Review of proposal and plans.			

Activity 3.7.2: Advisory Notes prepared with proposed adjustments to mitigate negative impact on smallholder farmer, fisherfolk and small business, and on women farmers and small business entrepreneurs in particular.	UNDP																Number of advisory notes prepared with proposed adjustments to mitigate negative impacts.	0	2	Review of advisory noted with proposed adjustments to mitigate negative impacts including stakeholders recommendations.			
Activity 3.7.3: Advocacy initiatives related to the recommended policy changes organized, and proposed changes effected.	UNDP																Number of advocacy initiatives developed; Percentage of stakeholder benefitting from advisory initiatives.	0	3 (advocacy initiatives); 50%	Report of advocacy initiatives conducted with stakeholders recommendations.			
Activity 3.7.4: National policies impacting farming reviewed.	UNDP	\$ 150,000.00															Number of national policies impacting farming reviewed. Percentages of farmers affected by national policies.	0	2 (policies); 30% (farmers)	Report of Review of national policies and the effect on stakeholders, including adjustments to policies and stakeholders recommendations.			National Policy impacting farming and Fishery reviewed and /or developed
Activity 3.7.5: Advisory Notes prepared with adjustments recommended in order to mitigate negative impacts on smallholder farmers, fisherfolk and small business, and on women farmers, fisherfolk and small business entrepreneurs in particular.	UNDP																Number of advisory notes prepared with adjustments recommended to mitigate negative impacts.	0	4	Advisory Notes.			
Activity 3.7.6: Advocacy initiatives related to the recommended policy changes organized, and (possibly) resulting in the adoption of the proposed adjustments.	UNDP																Policy makers report that advocacy initiatives resulted in policy changes.	N/A	Yes/No	Final report on advisory initiative including recommendations on policy changes.			
Output 4.1 Subtotal		\$ 305,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened																	Number of farmers groups established and/or strengthened.	0	5	List of new registered farmers; including management and organizational support received, scorecard results, activities conducted and stakeholders recommendations.			Grenada to identify the women groups/ organizations to be strengthened through advocacy and community engagement. The facilitator to support those groups has to be one who is accustomed to working with producer groups. Members of those groups have to be carefully selected. They must know the reason for being in the group and be prepared to contribute rather than being opportunistic. One of the approaches is to undertake an organisational capacity assessment of existing groups and then strengthen their weaknesses.
Activity 4.1.1: Support, in the five focus countries, to the establishment of new farmers', fisherfolk and small business entrepreneurs' groups, ensuring at least 50% women participation and 15% young people in membership and decision-making. Component 1: 20 groups (10-15 members each, majority women) supported: limited equipment; materials; etc. at \$ 1,000 on average each Component 2: Facilitator per country (\$6000 times 5 or \$30000) to support the establishment of farmer and entrepreneur groups (legal documents; registration; etc)	UN Women	\$ 50,000.00															Number of new beneficiaries. Percentage of support required by new beneficiaries for establishment.	0	20 (new beneficiaries per country); 65% (women and young people)	Registration list of new beneficiaries; Report on support received including recommendations for adoption in other countries.			Grenada's participation
Activity 4.1.2: Management and organizational support to farmer/fisherfolk and related small business entrepreneurs' groups. Business Coaches: Outsourced coaching (sourced in each country) to provide management support on a retainer basis to the farmer/fisherfolk groups	UN Women	\$ 50,000.00															Number of beneficiaries requiring management and organizational support.	0	5	Report on type of management and organizational support offered, including number of beneficiaries and feedback on support offered.			
Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results.	UN Women	\$ 5,000.00															Number of scorecards developed; Percentage of beneficiaries with access to scorecards and knowledge of reporting scores.	0	1 (scorecards); 50%	Monitoring and Evaluation report.	YES	Same as above	
Activity 4.1.4: Support to farmer/fisherfolk groups in undertaking joint activities for the benefit all group members (group buying; group selling; common services; shared equipment purchases; pooling arrangements) Group activities implemented with the support of the country facilitators, focusing on value chain opportunities (8 per country; 40 in total; at \$ 5,000 each)	FAO	\$ 200,000.00															Number of joint activities undertaken by stakeholders.	0	10	Report on joint activities and value derived.	YES	Same as above	
Output 4.2 Subtotal		\$ 100,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>

Output 4.2: Strengthened Risk Alert and Early Warning mechanism for smallholder farmers and small business entrepreneurs				Percentage of beneficiaries benefitting from risk alerts and early warning mechanisms.	N/A	60%	Examples of the Advocacy campaigns (printed, media and social media) advertised daily and training of beneficiaries to identify risks.	NO		
Activity 4.2.1: Definition and mapping of major sudden and slow onset risks to smallholder farming, fishing and small business activities and livelihoods.	FAO	\$ 10,000.00		Number of major sudden and slow onset risks identified.	0	1	Mapping report.			
Activity 4.2.2: Sensitization of smallholder farmers, fisherfolk and small business entrepreneurs to those disaster and climate change related risks and to possible prevention, mitigation or adaptation measures and initiatives.	FAO	\$ 30,000.00		Number of sensitization campaigns developed to prevent and mitigate disaster and climate change related risks. Number of persons reached by the campaigns; Percentage of beneficiaries reporting that they were positively influenced by the sensitisation campaign.	0	2 (sensitization campaign); 30,000 60% (beneficiaries)	Printed and social media post of sensitization campaign.			
Activity 4.2.3: Establishment of a national Early Warning and Risk Alert mechanism for advising smallholder farmers and entrepreneurs on the need to activate preparedness and recommended response.	FAO	\$ 60,000.00		Number of Early Warning and Risk Alert mechanisms established and functional. Percentage of beneficiaries trained in functionalities of mechanisms.	0	5;70%	Report on users feedback and recommendations of Early Warning and Risk Alert, including registration list of users.			Grenada's participation
Output 5.1 Subtotal		\$ 1,660,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 5.1: Effectively coordinated and implemented project.				Number of project effectively coordinated and implemented.	0	1	Final project implemented.			
Activity 5.1.1: Project implementation	UN Women, FAO, ILO	\$ 1,660,000.00		Number of project implemented. Number of project beneficiaries	0	1; 2,500 (farmers)	Final project with recommendations and lesson learned.			
Output 5.2 Subtotal		\$ 10,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF				Number of project specific guidelines developed for MSDF.	0	1	Guideline for the MSDF,			
Activity 5.2.1: Formulation, review and endorsement (workshop) of the proposed guidelines	UN Women	\$ 10,000.00		Number of workshop beneficiaries benefitting from proposed guidelines. Percentage of beneficiaries, reporting on the usefulness of the guidelines.	0	25 (participants); 70%	Guideline developed, along with workshop participant list and evaluation forms.			
Output 5.3 Subtotal		\$ 75,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security				Number of communications products developed. Percentage of country-level partners sensitized through advocacy campaign.	N/A	6;50%	Advocacy campaigns (printed, media and social media)			
Activity 5.3.1: Preparation and wide dissemination of short advocacy and 'How To' guide(s)	UN Women	\$ 75,000.00		Number of short advocacy campaign tools developed and How To guide. Number of persons reached by advocacy campaign.	0	6 (advocacy campaign tools); 1 (guide); 25,000	Advocacy campaigns (printed, media and social media), advertised daily and How To guide (hardcopy).			
Output 5.4 Subtotal		\$ 30,000.00		<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>		<i>Notes</i>
Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies				Percentage of beneficiaries benefitting from increased awareness rising.	N/A	60%	Workshops			
Activity 5.4.1: Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies.	UN Women	\$ 30,000.00		Number of workshops planned and conducted to raise awareness of decision-makers. Percentage of decision-makers reporting the usefulness of the workshops.	0	5;60%	Workshop participant list and evaluation forms.			

ANNEX E: SCORECARD

Deliverable 2: Simplified mechanism completed to track and assess the adoption of recommendations and practices (Scorecard)

1 Background

Informed by Deliverable 1 - a report summarizing the identified challenges of entrepreneurs and recommendations provided by business coaches to address these - this second deliverable focuses on the development of a simplified mechanism to track and assess the adoption by individuals of these recommendations and further practices introduced as part of the business coaching clinics delivered through the project. The simplified mechanism takes on the form of an easy to administer Scorecard targeting business clinic participants.

2 General description of Scorecard

The Scorecard is a self-reporting tool that supports monitoring with regards to the successful implementation of the recommendations provided to individual business owners / entrepreneurs to support economic empowerment in the Caribbean – especially that of women in the agriculture and fisheries sectors. The Scorecard captures four identified key areas where improvements are most needed: ‘How to start a business’, ‘financial literacy’, ‘marketing and sales’, and ‘networking’. The uptake of the recommendations in these areas is assessed through a tailored set of 17 indicators and corresponding questions with pre-defined answer-choices for beneficiaries. At the end of the scorecard three additional open questions focus on assessing the impact and perceived usefulness of the recommendations, and remaining challenges to be addressed.

The scoring system is based on four options out of which one (and only one) can be chosen per indicator. These are:

1. ‘Not applicable’, meaning the recommendation was not provided to the respective participants and/or does not make sense for his/her specific situation.
2. ‘Stagnation / getting ready’, meaning either no action towards implementing the recommendation is planned, or the planned actions have not yet been started.
3. ‘In progress / moving forward’, meaning steps to implement the recommendations have commenced but are not completed yet, or the envisioned end product has been developed but is not fully implemented yet / requires further improvements.
4. ‘Milestone achieved’, meaning all steps required to implement the recommendation have been successfully concluded.

The application of a traffic-light system (grey/red/yellow/green) assigned to each of the four options helps to visualize progress and simplifies the scoring system further.

The Scorecard does not foresee the computation of a composite score; rather, it aims at generating a good overview of where participants stand with regards to each recommendation / indicator, what has been achieved so far, and where further efforts are needed. These overviews are intended to benefit both, participants and UN Women and other project stakeholders.

While the Scorecard is an important monitoring tool, it is not set out to capture all the recommendations provided by Coaches. Other mechanisms (e.g., additional surveys, secondary data analysis) will be required to fully understand uptake and impact.

In the following, four tables are presented. The first table (Table 1) provides an overview of the four key areas and the indicators assigned to these, as well as the open questions. The second table (Table 2) lists the

17 indicators and provides justifications and short descriptions for each of them. The third table (Table 3) reflects the questions to be answered by participants alongside the pre-defined answer options. The fourth and last table (Table 4) is a separate answer sheet which beneficiaries can use to note down their progress and add comments if they wish.

3 How to use the Scorecard: instructions for beneficiaries

What is the Scorecard about?

This Scorecard aims at helping you to monitor your progress in the implementation of the recommendations you have received from Business Coaches as part of the individual clinics they delivered to business owners / entrepreneurs. Specifically, this Scorecard is designed to measure progress in four areas - 'how to start a business', 'financial literacy', 'marketing and sales', and 'networking' - through 17 specific indicators / questions and pre-defined answer options, and three open questions at the end.

How to complete the Scorecard exercise?

Please answer each of the 17 Scorecard question through selecting one of the pre-defined answer options that reflects your situation best. The Scorecard comes with a separate answer sheet which you can use to note down your answer-choice and elaborate on your choice in the comment section if you wish (note: adding comments is not mandatory but may help you personally, for example in figuring out what held you back and what to do next). The open questions require you to write a few sentences by yourself about your experiences and thoughts.

Please read the Scorecard carefully and fill out the answer sheet as described above. You may need between 15 and 30 minutes to complete the entire exercise. We recommend you complete the Scorecard exercise in one go, and ask you to please answer all questions as accurately as possible through the pre-defined answer choices. We also recommend you repeat the monitoring exercise regularly (for example every three to six months) to measure your personal progress and gain a systematic overview of the areas you are doing well in, and those where improvements are still needed.

How to interpret my results?

The Scorecard applies a 'traffic-light system'. This system signals through the colours grey, red, yellow, and green where more work is needed, and where business coaches' recommendations have been successfully implemented. The following scoring key helps interpreting your results:

GREY ('Not applicable'): the recommendation was not provided to you and/or does not make sense for your specific situation.

RED ('Stagnation / getting ready'): you either plan no action towards implementing the recommendation, or you have not started to take any action yet. Much more work is urgently needed in this area!

YELLOW ('In progress / moving forward'): you have started implementing the recommendation but the work is not completed yet, or the envisioned end product has been developed but is not fully implemented yet / requires further improvements. More work is needed in this area!

GREEN ('Milestone achieved'): you have successfully implement the recommendation. No more work is needed in this area (aside from maintaining the status quo)!

Table 1: Overview of key areas and indicators

Key areas	Indicators	No of indicators
1 How to start a business	1.1 Information on how to start a business collected/ retrieved, studied, and understood.	6
	1.2 Research on national and regional regulations is undertaken and considered.	
	1.3 A complete business plan is developed.	
	1.4 Research on suitable financing options undertaken and applications for funding issued in case of need.	
	1.5 Business is formalized.	
	1.6 Contingency plans are in place.	
2 Basic financial literacy	2.1 Information material on basic financial literacy retrieved/collected, studied, and understood.	4
	2.2 Separate bank account for the business is opened and used.	
	2.3 Resource requirements are clearly identified and external funding accessed.	
	2.4 Digital financial management software / tools are installed and successfully applied.	
3 Marketing and sales	3.1 Information material on marketing collected/ retrieved, studied, and understood.	4
	3.2 Basic market research is conducted.	
	3.3 Reliable marketing and sales strategy is developed and implemented.	
	3.4 Social media are effectively utilized for marketing purposes.	
4 Networking	4.1 Strategic partnerships with other entrepreneurs/business owners are established and maintained.	3
	4.2 Membership of relevant associations achieved.	
	4.3 Networks/alliances with/for women entrepreneurs are joined.	
Total		17
Open questions	I In what way did the implementation of the recommendations help you with your business?	
	II What further recommendations did you follow / additional measures did you take to advance your business?	
	III What further support would you need to further your business?	

Table 2: Justification and description of indicators

Indicators	Justifications and descriptions
1.1 Information/materials on how to start a business collected/ retrieved, studied, and understood.	Some participants received information materials on how to start a business (e.g., power point presentations or links to relevant resources) from business coaches. As a basis, these materials and/or further materials on how to start a business should be collected / retrieved, studied, and understood by all participants.
1.2 Research on national and regional regulations is undertaken and findings considered in the conduct of businesses.	In order to establish a successful business, participants must be familiar with and have a solid understanding of existing national and – in case of export plans – regional regulations. This also includes aspects such as shipping and customs procedures.
1.3 A complete business plan based on a standard template is developed.	Business plans are an important planning tool and oftentimes a requirement to access external funding. Participants should have complete business plans based on a standard template in place. Some participants received information materials (e.g., presentations on business plans and business plan templates) from coaches and can use these to improve the existing or develop a new business plan for their business.
1.4 Research on suitable financing options undertaken and applications for funding issued in case of need.	Numerous financing options for businesses exist, including equity financing, debt financing or grant financing, for example through Compete Caribbean, Caribbean Export Development Agency, the Caribbean Development Bank (CDB), the Conservation Trust, or the Ministry of Agriculture and Food Security. Each of these options has certain advantages and sets of prerequisites that must be fulfilled in order to access them. Participants are requested to research suitable options for their business, ideally documented through a spread sheet, and file applications to access funding in case of need.
1.5 Business is formalized.	Formalizing businesses has many advantages; for example, gaining access to finance and business development services is easier. There are different ways to formalize businesses, and formalization usually takes place in steps. Coaches recommended participants to chose from the following options: registration of a business name (e.g., with the Barbados Corporate Affairs and Intellectual Property Office); incorporation; or forming a cooperative with others (e.g., through the Barbados Cooperatives Department of the Ministry of Energy, Small Business and Entrepreneurship).
1.6 Contingency plans are in place.	Contingency plans are important in order to mitigate the effects of risks, such as natural disasters and lockdowns caused by the COVID-19 pandemic. Participants are thus requested to prepare at least one (Plan B), ideally two contingency plans (Plan C).
2.1 Information/ materials on basic financial literacy retrieved/collected, studied, and understood.	Some participants received information materials on financial literacy (e.g., power point presentations or links to relevant resources) from business coaches. As a basis, these materials and/or further materials on financial literacy should be collected / retrieved, studied, and understood by all participants.
2.2 Separate bank account for the business is opened and used.	Opening a separate bank account for the business is important to facilitate separation of personal and business finances. This also makes it easier to track incoming finances and expenditures.
2.3 All resource requirements are clearly identified	Resource requirements, including financial and human resources as well as resources such as physical space, equipment, raw materials and other major inputs must be clearly identified, including strategies to meet them. By accurately identifying and

and strategies to meet them developed.	quantifying business resource requirements, participants put themselves in a better position to meet them in a sustainable way and make informed decisions, including on how much time and energy to dedicate to a particular need and when and how to address it.
2.4 Digital financial management software / tools are installed and successfully applied.	Participants should consider the use of digital tools, especially for financial record keeping. Examples of useful software / tools are Microsoft Excel or Google Sheets, and more comprehensive software applications such Wave, Zoho, Freshbooks and Quickbook. Among others, using digital financial management tools helps with accounting, simplifies tracking income and expenses, and can help saving time and costs.
3.1 Information/ materials on marketing and sales collected/ retrieved, studied, and understood.	Some participants received information materials on marketing and sales (e.g., power point presentations or links to relevant resources) from business coaches. As a basis, these materials and/or further materials on marketing and sales should be collected / retrieved, studied, and understood by all participants.
3.2 Basic market research is conducted.	Market research is an organized effort to gather information about target markets and customers. As such, market research is essential for business success, and participants are requested to undertake the necessary research to facilitate optimizing their marketing and sales strategy.
3.3 Reliable marketing and sales strategy is developed and implemented.	Developing a reliable marketing and sales strategy may include many things ranging from branding and packaging considerations all the way to identifying strategic partnerships and considering usage of social media platforms the respective target market uses - what makes the most sense for businesses is largely a matter of resources. Generally however, developing a marketing and sales strategy will help participants to more effectively reach their target group and ultimately increase sales.
3.4 Social media are effectively utilized for marketing purposes.	Social media, like Facebook, Twitter, and Instagram can be very useful tools to communicate and meet audiences where they are as opposed to spending significant time, effort, and money trying to get them to come to the business. Tactics, such as posting regularly are important for the audience in order to get to know, like and trust the business. No/low cost platforms like Canva can be used to create custom images to help achieving this in a visually appealing way.
4.1 Strategic partnerships with other entrepreneurs/business owners are established and maintained.	Strategic partnerships are important, including for marketing and sales purposes, and these need to be maintained through regular exchanges with partners / small businesses. Options to connect online include tools like Google Meet, GoToMeeting, and Skype, and documents can comfortably be shared through tools like GSuite, Zoho Office Suite, or Microsoft Office Products.
4.2 Membership of relevant associations achieved.	Being a member of associations can be very beneficial, given the objective of associations to represent the business interests of their members. An examples for a potentially relevant association is the Barbados Agricultural Society (BAS), an organization established in 1845 by an Act of Parliament in Barbados that seeks to represent the interests of the agricultural sector in all relevant forums.
4.3 Networks/alliances with/for women entrepreneurs are joined.	For women owning businesses, being connected with other women and/or part of alliances/associations specifically for women entrepreneurs can be very advantageous, including through opportunities to exchanges lessons learned and good practices, meeting like-minded people, and networking opportunities. Women can forge such alliances/associations themselves, or join formal or informal ones that already exist, such as the Antigua and Barbuda Network of Rural Women Producers and Processors.
Open questions	

I In what way did the implementation of the recommendations help you with your business?	These data will help understanding to what extend the recommendations fulfilled their purpose and what positive additional effects they may have had.
II What further recommendations did you follow / additional measures did you take to advance your business?	These data will help understanding what else participants found useful and can thus be considered as future recommendations for recipients of coaching sessions.
III What further support would you need to further your business?	These data help understanding remaining gaps and thus can be used as a basis for future activities/ initiatives.

Table 3: Scorecard questionnaire and answer options

Key areas	Indicators	Questions	Not applicable	Stagnation/ getting ready	In progress/ moving forward	Milestone achieved
1 How to start a business	1.1 Information/materials on how to start a business collected/ retrieved, studied, and understood.	Have you familiarized yourself with the key steps and processes necessary to start a business through the study of information materials (e.g., power point presentation provided by coaches and alike)?	This indicator does not apply to me	I do not plan to collect any information/ materials on how to start a business any time soon OR I am currently gathering information/ materials on how to start a business	I am currently reviewing / studying information / materials on how to start a business	I reviewed / studied information / materials and think I know the processes and steps of how to start a business well
	1.2 Research on national and regional regulations is undertaken and findings considered in the conduct of businesses.	Are you aware of national and regional regulations relevant to your business (e.g., on export), and reflect these in your planning?	This indicator does not apply to me	I do not plan to undertake research on regulations any time soon OR I will start undertaking research on regulations in the near future	I am currently in the process of undertaking research on regulations / reviewing regulations	I have concluded my research on regulations and considered the findings in my business planning

	1.3 A complete business plan based on a standard template is developed.	Have you developed a business plan based on a standard template for your business?	This indicator does not apply to me	I do not plan to develop a business plan any time soon OR I will start developing a business plan in the near future	I am currently in the process of developing a business plan OR A rudimentary/ preliminary business plan already exists	I have developed a complete business plan for my business
	1.4 Research on suitable financing options undertaken and applications for funding issued in case of need.	To what extent have you considered suitable financing options for your business?	This indicator does not apply to me	I do not plan to undertake research on financing options any time soon OR I will soon start to undertake research on financing options	I am currently in the process of conducting research on financing options OR I have undertaken research on financing options but I have not taken any steps yet to apply for funding	I have concluded my research on financing options and applied for funding
	1.5 Business is formalized.	Have you formalized your business (e.g., through registration of a business name, incorporation, or forming a cooperative with others)?	This indicator does not apply to me	I am not planning to take any steps to formalize my business any time soon OR I will start taking steps to formalize my business in the near future	I am currently in the process of formalizing my business	My business is formalized (e.g., the name of my business is officially registered)
	1.6 Contingency plans are in place.	How far are you with the development of contingency plans for your business (e.g., to mitigate risks from lockdowns or natural disasters)?	This indicator does not apply to me	I am not planning to develop any contingency plans any time soon OR I am planning to sit down and develop contingency plans in the near future	I am currently in the process of developing one or more contingency plans	I have completed the development of at least one contingency plan
2 Basic financial literacy	2.1 Information/ materials on basic financial literacy retrieved/collected, studied, and understood.	Have you familiarized yourself with the financial components relevant to your project (e.g., book keeping) through the study of information materials (e.g., power point presentation provided by coaches and	This indicator does not apply to me	I do not plan to collect any information/ materials on financial literacy any time soon OR I am currently gathering information/ materials on financial literacy	I am currently reviewing / studying information / materials on financial literacy	I reviewed / studied information / materials and think I developed a good understanding of the financial

		alike)?				matters related to my business
	2.2 Separate bank account for the business is opened and used.	Are you using a separate bank account for your business (i.e., strictly divide business and private finances)?	This indicator does not apply to me	I am not planning to open a separate bank account any time soon OR I will initiate the steps to open a separate bank account in the near future	I am currently in the process of sourcing offers and options about banks and account types OR I have a separate bank account exists but I am not using it consistently	I have a separate bank account for my business and am using it consistently
	2.3 All resource requirements are clearly identified and strategies to meet them developed.	Have you listed all resource requirements (e.g., human, financial, raw materials) for your business and noted down how to meet these?	This indicator does not apply to me	I am not planning to note down resource requirements any time soon OR I will start identifying resource requirements and strategies to meet these in the near future	I am currently in the process of identifying all resource requirements and am noting down strategies to meet these OR I have concluded writing down all resource requirements but have not yet developed strategies how to meet these	I have a good understanding of all required resources and noted down strategies to meet these
	2.4 Digital financial management software / tools are installed and successfully applied.	Are you using financial management software (e.g., Excel, Wave, Zoho, Freshbooks), including for bookkeeping?	This indicator does not apply to me	I do not plan to switch to software / digital tools any time soon OR I will purchase / download software / digital tools in the near future	I have purchased / downloaded software / digital tools but am not fully using it yet	I am using successfully using software / digital tools for financial management
3 Marketing and sales	3.1 Information/ materials on marketing and sales collected/ retrieved, studied, and understood.	Have you familiarized yourself with the field of marketing and sales through the study of information materials (e.g., power point presentation provided by coaches and alike)?	This indicator does not apply to me	I do not plan to collect any information/ materials on marketing and sales any time soon OR	I am currently reviewing / studying information / materials on marketing and sales	I reviewed / studied information / materials and think I developed a good understanding of

				I am currently gathering information/ materials on marketing and sales		marketing and sales
	3.2 Basic market research is conducted.	Have you conducted some market research (e.g., to learn about your consumers)?	This indicator does not apply to me	I do not plan to conduct market research any time soon OR I will sit down and conduct market research in the near future	I am currently in the process of conducting market research	I have concluded the market research phase and consider myself well informed in this area
	3.3 Reliable marketing and sales strategy is developed and implemented.	Have you developed a reliable marketing and sales strategy for your business?	This indicator does not apply to me	I do not plan to develop a marketing and sales strategy any time soon OR I plan to sit down and develop a marketing and sales strategy in the near future	I am currently in the process of developing a marketing and sales strategy OR I have developed a marketing and sales strategy but am not fully implementing it yet	I have developed a marketing and sales strategy and am implementing it
	3.4 Social media are effectively utilized for marketing purposes.	To what extent are you using social media for marketing purposes?	This indicator does not apply to me	I do not plan to launch a business profile on social media any time soon OR I plan to launch a business profile on social media in the near future	I am currently / have recently launched a business profile on social media OR I have launched a business profile on social media a while ago but am not updating it regularly	I have a business profile on social media and am maintaining and using it effectively
4 Networking	4.1 Strategic partnerships with other entrepreneurs/business owners are established and maintained.	Have you established strategic partnerships with other entrepreneurs/business owners?	This indicator does not apply to me	I do not plan to forge strategic partnerships any time soon OR I will start identifying strategic partners in the near future	I have identified strategic partners but no regular exchanges between us are taking place yet	I am actively participating in regular meetings with at least two strategic partners

	4.2 Membership of relevant associations achieved.	Are you an active member of an association related to your business?	This indicator does not apply to me	I do not plan to join any relevant associations any time soon OR I will start to undertake research on suitable associations in the near future	I have identified useful associations but have not yet applied to become a member OR My membership applications are currently being reviewed / acceptance is pending	I am an active member of at least one association
	4.3 Networks/alliances with/for women entrepreneurs are joined.	Are you an active member of networks/alliances specifically for women entrepreneurs?	This indicator does not apply to me	I do not plan to become a member of such networks / alliances OR I will undertake some research on suitable networks / alliances in the near future	I have identified useful networks / alliances for women but have not yet applied to become a member OR My membership applications are currently being reviewed / acceptance is pending	I am an active member of at least one network/ alliance for women

Table 4: Answer sheet

Key areas	Indicators	Ranking				Comments
		Not applicable	Stagnation/ getting ready	In progress/ moving forward	Milestone achieved	
1 How to start a business	1.1 Information on how to start a business collected/ retrieved, studied, and understood.					
	1.2 Research on national and regional regulations is undertaken and considered.					
	1.3 A complete business plan is developed.					
	1.4 Research on suitable financing options undertaken and applications for funding issued in case of need.					

	1.5 Business is formalized.					
	1.6 Contingency plans are in place.					
2 Basic financial literacy	2.1 Information material on basic financial literacy retrieved/collected, studied, and understood.					
	2.2 Separate bank account for the business is opened and used.					
	2.3 Resource requirements are clearly identified and external funding accessed.					
	2.4 Digital financial management software / tools are installed and successfully applied.					
3 Marketing and sales	3.1 Information material on marketing collected/ retrieved, studied, and understood.					
	3.2 Basic market research is conducted.					
	3.3 Reliable marketing and sales strategy is developed and implemented.					
	3.4 Social media are effectively utilized for marketing purposes.					
4 Networking	4.1 Strategic partnerships with other entrepreneurs/business owners are established and maintained.					
	4.2 Membership of relevant associations achieved.					
	4.3 Networks/alliances with/for women entrepreneurs are joined.					
Open questions	I In what way did the implementation of the recommendations help you with your business?					
	II What further recommendations did you follow / additional measures did you take to advance your business?					
	III What further support would you need to further your business?					

**ANNEX F: TECHNICAL STEERING COMMITTEE MEETING
MINUTES**

UNTFHS Steering Committee Meeting on COVID19

Date	Thursday 28 th January 2021 – 11:00 a.m. – 12:00 p.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none">I. Welcome and IntroductionsII. Meetings & CommunicationIII. Quarterly Expenditure ProjectionsIV. AOB & Summary/Closing
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Isiuwa Iyahan, Programme Specialist, Economic Empowerment & Statistics (UN Women MCO-Caribbean), Vyjayanthi Lopez, Plant Production and Protection Officer (FAOSLC), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Ingerlyn Caines-Francis, Senior Programme Officer (ILO), Andrea Cummins, Joint Programme Coordinator (UNDP)

MEETING SUMMARY NOTES

I. WELCOME

- The Chair welcomed all members, thanked them for their attendance and extended wishes for a successful 2021. ILO's newest representative, Ms. Caines-Francis was also welcomed to the team until a confirmed replacement for Virginia is identified.

II. MEETINGS & COMMUNICATION

- The Project Coordinator asked that any information members would like shared with the wider team should be shared with her and will be included in monthly project updates.
- It was agreed that once the RC's Office identifies the new focal person for the project, they will be included in all meeting invitations and correspondence shared with the technical team.
- FAO requested that Fransen Jean be included in all meeting invitations and correspondence shared with the technical team.
- ILO requested that Lars Johansen be included in all meeting invitations and correspondence shared with the technical team.
- UNDP requested that Jason LaCorbiniere continue to be included in all meeting invitations and correspondence shared with the technical team.

III. QUARTERLY EXPENDITURE PROJECTIONS

- A Quarterly Expenditure Tracker document was circulated among the committee and shared in the Microsoft Teams group for each agency representative to include Q1 activities and proposed/expected expenditure. UNDP and UN Women activities were included for Q1 and input from FAO and ILO will be included soon. Agencies were reminded to include any information on staffing costs as this would also account for expenditure.

- Tracker document to be amended and re-circulated by the Project Coordinator to include a space for Q2 information as some activities that begin in Q1 may roll over into Q2. Also, an additional sheet to be included for information on Resource Mobilization and the activities that the mobilized resources will go towards. All agencies agreed to make their inputs by 12th February to inform discussion during the next meeting at the end of February.
- FAO and UN Women agreed to meet within two weeks to discuss and finalize the “Assessment of Extension Services” activities that were supposed to be done jointly so that information on its execution and spend could be included in the tracker document.
- It was noted that an introductory meeting was held with Dr. Little, consultant working with UNDP on the assessment of *Gender Responsive Evaluation on the Impact of Structural Adjustment Programs and National Policies on Small Holder Farmers, Fisherfolks and Small Business Entrepreneurs*.
- UN Women has committed to setting benchmarks for increasing implementation and project delivery and any barriers or arising issues that prevent this will be escalated to the Heads of Agency if targets are not met.
- UN Women will share two TORs for upcoming consultancies with the team for their review and inputs within the next two weeks before the vacancies are posted.

IV. AOB/SUMMARY AND CLOSING

- The Project Coordinator will be meeting with the PS for Grenada’s Ministry of Social Development, Housing and Community Empowerment on January 29th, for an update on the country’s availability and readiness to establish their national steering committee and work on the country’s work plan. The technical team will be required to work together to fast track and support work plan discussions with the national steering committee as they are behind all other countries.
- The team was also encouraged to reach out to the Project Coordinator and members of the technical committee should they require additional support to expedite delivery and move the project forward such as participating in consultant technical evaluations, reviewing and providing feedback on TORs etc.
- The Chair closed the meeting by thanking everyone for their participation and contribution.

UNTFHS Technical Steering Committee Meeting

Date	Friday, 5 March 2021 09:30 a.m. – 11:30 a.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none">I. Welcome and IntroductionsII. Quarterly Expenditure ProjectionsIII. AOB & Summary/Closing
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Isiuwa Iyahan, Programme Specialist, Economic Empowerment & Statistics (UN Women MCO-Caribbean), Vyjayanthi Lopez, Plant Production and Protection Officer (FAOSLC), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Ingerlyn Caines-Francis, Senior Programme Officer (ILO), Lars Johansen, Deputy Director (ILO), Andrea Richards-Cummins, Joint Programme Coordinator (UNDP), Kenroy Roach, Senior Development Coordination Officer, Strategic Planner and Team Leader (UNRCO), Shade Richardson, Programme Associate (UN Women), Marcia Lavine, Programme Associate (UN Women)

MEETING SUMMARY NOTES

I. WELCOME & INTRODUCTION

- The Chair welcomed members and thanked them for their attendance. Though February's meeting was postponed she indicated that there will be two meetings in March to accommodate for this. The Chair introduced Programme Associate Ms. Marcia Lavine, who will be working on the UN Trust Fund for Human Security (UNTFHS) portfolio.
- The Notes from the previous meeting were accepted.
- The specific purpose of the meeting was to assist the Joint Team with the commitment made as part of their strategy to accelerate programme implementation and expenditure under the Trust Fund project. The project is a year behind in implementation, which has impacted the rate of expenditure; and the delay has impeded the ability to access the second tranche of funds.

II. QUARTERLY EXPENDITURE PROJECTIONS

- The Chair indicated that there was a need to be able to demonstrate that at least 70% of the cumulative budget for Year 1 has been expended, to facilitate the release of the second tranche of funding from the UNTFHS.
- She acknowledged that some of the delays were on account of the COVID-19 pandemic; and that required adjustments, not only within the UN team but also in terms of the actual planning for activities and their implementation on the ground. COVID-19 had impacted everything from sourcing consultants; to the way

programmes were being delivered, shifting to remote modalities; having consultants in one country but trying to do work remotely in another; from in-person training, our interaction has been virtual; and all of this has slowed project implementation and has been acknowledged by the UNTFHS.

- The UNTFHS has exercised leniency and has accepted the rationale articulated in the Annual Progress Report for Year 1, which has now been approved. The UNTFHS has agreed to follow the Joint Team's lead in the articulation to advance the work towards meeting the 70% expenditure threshold by the end of quarter two, 30 June 2021.
- The Chair reminded that to facilitate the acceleration of the program, the Joint Team must be mindful and keep in their purview any anticipated programmatic changes that would be very critical to the execution of the project. For example, activities in the work plan that had planned workshops and travel expenditure, much of which will be unlikely, given country restrictions on account of COVID-19. These activities in particular, will need to be revisited and thought through, potentially to re-program where there is a deficiency or a funding gap. When the project was originally conceptualized, there was the expectation that agencies would mobilize funds from other funding resources in the market. However, given the strain on resources and the donor situation in the region, consideration would need to be given to the realistic feasibility of mobilizing resources to supplement the funding provided by the UNTFHS. Additionally, could the Joint Team apply some of those savings that maybe incurred in other areas to those funding gaps. These are the discussions and the articulation that the Joint Team will need to make as we approach 30 June 2021, to facilitate making application for the second tranche of funding. We will need to be very clear in terms of what programmatic changes were being proposed, and how they would impact the budget that was originally articulated for the project.
- The Chair thanked colleagues for their inputs into the Quarterly Activities Tracker System that outlined ongoing year one activities. While these activities are noted in an agency specific approach, they have to be reported in an integrated manner by 30 June 2021. The information provided was from the approved project budget that showed budgets across quarters, expenditure by the different line items and the indirect support costs.
- Activities inputted by the UN participating agencies were highlighted, as reflected across the two quarters, with remaining information gaps indicated. The presentation also outlined a Summary Box indicating each organization's expenditure as of 31 December 2020; the total Y1 Budget, the total Y1 Budget from UNTFHS and the percentage expenditure of the total budgets as 31 December 2020. The Chair provided an analysis of the total Year 1 Budget as follows:

Total Year 1 Budget (All Sources): 1,709,324.00
Total Year 1 Budget (UNTFHS): \$862,420.00
Expenditure to 31/12/20 (UNTFHS All Agencies): \$228,552.20
Expenditure to 31/10/20 OTHER SOURCES: \$922,160.10
Total Projected Expenditure 31/12/20 (All Sources): \$1,150,712.30
% Expenditure of Total Year 1 Budget: 67.3%
Projected Expenditure Q1: \$77,381.48
Projected Expenditure Q2: \$311,806.41
Total Projected Expenditure (End Q2): \$617,740.09 (UNTFHS: \$228,552.20+\$77,381.48+ \$311,806.41)
% Expenditure of Year 1 Budget (End Q2): (UNTFHS Funded Portion of the Budget) 71%
Expenditure of Year 1 Budget (End Q2) of Total Budget: \$1,539,900.19 (\$922,160.10+ 617,740.09)/ \$1,709,324.00= 90.1%

The Chair indicated that she was only able to report expenditure up to 31 October 2020 for FAO but once they updated their report it would improve the numbers.

- The Chair explained why UN Women’s expenditure against the Y1 budget was not higher. This was due to UN Women postponing some year one activities until later in 2021 to allow for sequencing of the foundational work to be undertaken i.e. the completion of some assessments and work being undertaken by other agencies, e.g. the structural adjustment component being undertaken by UNDP. Additionally, there was another activity that was to be done under the MSDF; however, UN Women thought it prudent to undertake this activity under the new MSDF so that the component would be reflective of the new UN plans.
- Vyjayanthi indicated concern about it being March and the project meeting the projected target; and though FOA was making progress she wondered about unforeseen delays due to certain aspects of the work that still required face to face engagement. Although everything could not be undertaken with a remote modality, travel and consultancy travel cannot be undertaken during the first part of the year and the Chair advised the team to be realistic about what could be achieved and provide justification for the fundamental changes that will be needed given the constraints.
- Vermaran indicated that FOA drafted a mobilization report where they linked the projects that were aligned to the UNTFHS work; and wondered if there was a recommended reporting mechanism which could be used, as this is the first program in which FAO was aligning its programmatic approach in this way working with a Joint Team. In the case of resource mobilization, Vermaran queried what else would be needed with respect to reporting against those actions. The Chair indicated that the UNTFHS was not specific and would accept a substantive modality to capture resource mobilization. She said the concern of the UNTFHS is the reporting on the successful implementation of activities against the funds which were provided by the UNTFHS; and capturing this expenditure in the financial reporting. Isiuwa Iyahen inform that UN Women has a reporting system for joint delivery for Core and Non-Core funding and indicated that UNDP might have such a mechanism as well. Andrea Richards-Cummins also weighted in on this matter and will investigate within UNDP.

- Kenroy Roach from the RCO confirmed to the team that all agencies, funds and programmes do have mechanisms to capture corporate funds whether Core or non-Core, as well as expenditure by different resources. He enquired about the substantive activities that were off track and needed to be re-programmed; and what was the precise resource mobilization gap, in terms of how much more resources need to be mobilised. The Chair posited that these two items, will be the focus of the next meet that takes place at the end of March 2021. It is intended to be a robust discussion on the funding gaps across the board by agency; to discuss challenges and bottlenecks and to strategize on how to move forward with implementation now that the complete picture for the next two quarters have been outlined.
- The Chair informed the meeting that once the project has met the 70% requirement, that will trigger the second tranche of funds. She indicated the Trust Fund's agreement for a one-time application to be made for a No Cost Extension at the end of the quarter, extending the project by one year. She indicated that year three funds disbursement will be incumbent on the Joint Team's ability to spend the funds.
- In the report that will be submitted to the UNTFHS, the Chair stressed the importance of being very specific and detailed in the articulation of any programmatic changes and being able to specify whether or not there were some things that will not be able to be accomplished. She said she would be engaging with each agency to have a very clear sense, by activity in the work plan what is the progress, what is the concrete plan for this activity to move forward; and if it was not viable, what would be proposed. The Chair and Andrea will be having a discussion on the structural reform consultancy and a workshop for policy makers and will also meet with FOA after internal discussions with her colleague on EnGenDER.
- Kenroy informed that the RC would like to support the Joint Programme in meeting its vision and would wish the team to think through a resource mobilization strategy. He further indicated that the new Partnership Development Finance Officer who is on board in the RCO would want to get engaged in the conversation to see how best to support the agencies in raising funds and closing the funding gap. He expressed interest in further discussing with UN Women the postponement of the activity under the old MSDF, to inform on the regional MSDF process and to discuss the challenge of delivering the project in the COVID-19 context.

III. ANY OTHER BUSINESS & SUMMARY/CLOSING

- ILO informed that their Enterprise Specialist will be on board shortly and would be able to engage in the process with more specificity.
- FOA to share financial updates as at 31 December 2020 and associated staffing cost to complete the quarterly expenditure projections table.
- Andrea informed that a report from the consultant working on the structural adjustment component has been completed and was available for review and feedback on the Teams channel.

- The Chair reminded the team about agency volunteers for the human-interest components of the project's communications. UN Women's Communications Officer Sharon Carter-Burke we will share the draft communications plan with the agency's communications counterparts shortly, first for their feedback. The draft will be revised based on their inputs and then shared with the technical team for their feedback prior to submission to the RCO for endorsement.
- The Chair informed the team that from time to time, UN Women will reach out for assistance with evaluations for different recruitment processes; that Andrea has agreed to participate as well as Jamie Saunders from Antigua, and that we will include country focal points as part of the process as much as possible.
- She also reminded colleagues to share inputs for the monthly update and that the information would be shared with the RCO and the Trust Fund. Prior to month-end, the Chair will send a reminder to forward inputs for the monthly updates.
- Kenroy informed the team that the RC has reached out to their principals to have a meeting on 9th March 2021, to take stock of where the Joint Programme was and to understand from a leadership and management perspective how he could support the program in terms of ensuring it delivers to the level of ambition that was intended.
- The Chair concluded with thanking everyone for their participation and for a productive meeting; and felt that the team had very clear guidance on what our next meeting will focus on. The notes of the meeting will be shared with the agenda items that were outlined.

UNTFHS Technical Steering Committee Meeting

Date	Friday, 26 March 2021 09:00 a.m. – 10:30 a.m.
Venue	Zoom Online Platform
Agenda	<p>I. Welcome and Introductions</p> <p>II. Resource Mobilization Strategy:</p> <ul style="list-style-type: none"> ▪ Discussion on the substantive activities that are off track and considerations for re-programming; ▪ Discussion on challenges, bottlenecks, and strategies for accelerating implementation and expenditure; ▪ Discussion on existing resource gaps and strategies for resource mobilization. <p>III. AOB & Summary/Closing</p>
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Isiuwa Iyahen, Programme Specialist, Economic Empowerment & Statistics (UN Women MCO-Caribbean), Vyjayanthi Lopez, Plant Production and Protection Officer (FAOSLC), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Ingerlyn Caines-Francis, Senior Programme Officer (ILO), Andrea Richards-Cummins, Joint Programme Coordinator (UNDP), Shade Richardson, Programme Associate (UN Women), Marcia Lavine, Programme Associate (UN Women)

MEETING SUMMARY NOTES

I. WELCOME & INTRODUCTION

- The Chair welcomed members and thanked them for their attendance. She advised that Kenroy Roach and Carol Sanchez were called into a meeting with the Resident Coordinator and would not be participating in the meeting.
- A recap of the agenda to facilitate the start of the meeting was provided and an amendment was made to discuss the National Focal Points meeting that recently took place.
- The Chair apprised the meeting that she had the first end of quarter meeting on 23 March 2021 with the national counterparts of the five countries that will be chairing the Steering Committees. At the meeting she gave an administrative perspective of the status of the project, indicating the approval of the Year 1 Annual Progress Report by the UNTFHS and that the Joint Team was working together to accelerate implementation and expenditure. She noted that the focal points were enthusiastic with the opportunity to have an update on the status of the project and discussions centered around the status of the project and the frustration of being unable to operationalize rollout due to the inability to have face to face interactions which was key. The Minutes of the meeting will be circulated; however, the focal points perspective was that they wanted to have a better feel and sense the presence of the project in the countries. Besides the Business Coaches and Legal Advisors on the ground, they indicated that everything seemed to have gone dormant after the launch and the work planning discussions; and this was concerning.

- The Chair also informed that the countries had not convened quarterly Steering Committee meetings and they were strongly encouraged to convene these meetings, as there was an accountability component that had to be reported to the donor. However, the focal points also revealed being exhausted from managing competing priorities and with the online meetings. The meeting was informed that the upcoming joint Steering Committee meeting on Monday, 29 March 2021, was to give everyone an overarching update on the project and its progress towards meeting the intended goals and objectives.
- Isiuwa Iyahen of UN Women opined, that a challenge the project faced was that it was being implemented in parallel with other projects along similar themes and this was confirmed by national focal points, who in some cases were managing these projects. There was a sense that this project was not being prioritized and there was a need to be aware of and understand the implications of this. The delivering as one UN has reputational risk consequences for individual agencies as well as the Resident Coordinator in terms of the management of the governance and the project design. She said the Joint Team has to find a way to address this because the Resident Coordinator has to report to Member States. Isiuwa also acknowledged that the UN was not a donor with significant amounts of financial resources but that it offered technical support and direct implementation; and while it was appreciated, this situation has to be considered as well.
- Vyjayanthi Lopez of FAO concurred with Isiuwa that the project was not injecting funds into the countries but provided technical assistance and there was a lack of visibility that would normally be provided through field visitations. FAOs modus operandi within countries was more of mentoring and a lot of handholding was required among the constituents.
- Vermaran Extavour of FAO indicated that she was managing the parallel projects situation by clustering the projects that contributed to the specific goals and was conducting regular meetings with those partners so that they were aware of what was happening with the projects. However, she alluded to how fragmented the agricultural sector was in its delivery of projects. Vyjayanthi suggested for country focal points to participate in some of these meetings to have a better understanding of what was happening in their country. The Chair indicated that it would be useful if this information was shared with the Joint Team as well; and confirmed that visibility was cited as an issue in the focal points meeting. The remote modality of the consultancies and that the lack of face-to-face engagement was impeding progress; and this needed to be factored into ongoing discussions as the Joint Team plans to move forward.
- The Chair informed that the challenges needed to be articulated because that will make a difference to what the Joint Team will be held accountable for. The Resident Coordinator will be meeting with the High-level Steering Committee of Ministers from the five countries in April 2021 and he would need to have an understanding of the challenges impeding implementation and what solutions were being proposed for some of the issues.

- Isiuwa suggested to have an approach of where agencies indicate what they were doing in each country. This could involve sharing each other's 2021 annual workplans to facilitate everyone having an understanding of what was occurring in the areas of common interest relevant to the UNTFHS project. She also mentioned considering adhoc activities and see where they might be alignment as well as to avoid duplication. There was a need to articulate the bottlenecks and why the Joint Team could not implement, and the solutions would include timebound commitments for actions to be implemented in the respective countries.

II. RESOURCE MOBILIZATION STRATEGY

- The Chair confirmed that conversations around resource mobilizations strategies would be ongoing and that the intention was not to resolve all the issues outlined on the agenda in the meeting.
- She concluded that discussions would have to continue because it will require creative thinking and effort to facilitate what has been outlined. By an iterative e-mail process each colleague would share their agency's challenges and bottlenecks to start to brainstorm potential solutions. This process would give an opportunity to have discussions and assist with the resource mobilization strategy, strategies for implementation and expenditure; a reflection of off-track activities and where considerations could be for reprogramming. UN Women has already identified some resource gaps.

III. ANY OTHER BUSINESS & SUMMARY/CLOSING

- The Chair confirmed that the presentation at the Steering Committee meeting on 29 March 2021 would be at the outcome level and requested colleagues to insert information under the specific headings on the power-point template that was shared.
- To facilitate increased awareness Vermaran will present on digital solutions in value chains development, and it was agreed that a presentation will be made on gender equity and awareness in the next quarterly Steering Committee meeting; and this could be done in collaboration with FAO.
- The Chair reminded colleagues she will circulate the e-mail request for information pertaining to the bottlenecks, challenges and potential solutions in order to have a coherent document that speaks to where the project was at, to facilitate moving forward. This document would inform the Resident Coordinator's meeting with the Member States at the end of April 2021 and would inform the Technical Steering Committee's discussions.
- She reminded colleagues to input their month-end updates for the first quarter.
- Vermaran informed that a concept note was being finalized for review; where FAO will be conducting gender meet and greets at the value chain level with agricultural stakeholders during the month of April 2021. UN Women indicated that the Gender Units should be invited to participate because they were usually left out of

important projects that have a gender focus. It was also felt that the issue of the bureaus being omitted from key interventions should be raised at the level of the Resident Coordinator and the Ministers given that the UN was moving towards delivering as one.

- The Chair concluded with thanking everyone who participated in the meeting.

UNTFHS Technical Steering Committee Meeting

Date	Friday, 7 May 2021 10:00 a.m. – 11:00 a.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none"> I. Welcome & Introductions II. Communications Strategy III. RC Steering Committee Meeting IV. Grenada V. Expenditure/Implementation – End of Q2 actions VI. Monthly updates VII. Calendar of activities VIII. AOB & Summary/Closing
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Isiuwa Iyahen, Programme Specialist, Economic Empowerment & Statistics (UN Women MCO-Caribbean), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Andrea Richards-Cummins, Joint Programme Coordinator (UNDP), Franses Jean, Food Security Officer (FAOSLC), Shade Richardson, Programme Associate (UN Women), Marcia Lavine, Programme Associate (UN Women)

MEETING SUMMARY NOTES

I. WELCOME & INTRODUCTION

- The Chair welcomed members and thanked them for their attendance. She drew their attention to the agenda and enquired if colleagues had additional agenda items. She also requested colleagues to reflect on the Minutes of the previous meeting that was disseminated and invited to them to provide comments or indicate any amendments to the Minutes.

II. COMMUNICATIONS STRATEGY

- The Chair thanked colleagues for their inputs and thanked each agency's communications counterpart for their contribution to the finished product. The Communications Strategy was reviewed and approved by the Resident Coordinator's Office and was shared with the Trust Fund; however, the Trust Fund has not reverted with feedback. The strategy will be circulated shortly.

- She informed that the Trust Fund had requested a schedule of the Joint Team's communication outreach for the next three months. The Communications Strategy sought to emphasize opportunities for agencies to engage in sharing highlights and human-interest stories; and provided information to the public and the UN System related to the agencies work. The Chair envisaged a full schedule to ensure a communications piece on a quarterly basis from the programme; and enquired from colleagues when they would like to take lead responsibility to produce a communication piece showcasing areas of their agency's work. The Trust Fund had requested to share Tweets and use social media platforms to communicate visibility of the programme.

She also informed that the Programme Briefs were to be updated and the Briefs would be modified based on country specific information.

- Andrea Richards-Cummins confirmed that UNDP could produce a piece on the national policies and structural adjustment component and contextualize the impact within a country by speaking with someone that would have been impacted. She indicated having more substantive communications material when the advocacy initiatives start in the summer. UN Women would also highlight the just concluded Business Coach training in St. Lucia, that would make two communications activities for the period.
- Isiuwa Iyahen from UN Women inferred it would reflect poorly on the Joint Programme if products were being produced by one agency. FAO has articulated over half a million dollars in resources for the Y1 budget and would be accountable. FAO and ILO were reminded of the strategy to increase the project's visibility and that they were expected to produce communications and visibility products from their area of work. The Chair confirmed that requested information from the various agencies were reflected in her presentation of the Joint Programme to the Heads of Agency and the governments of the various countries. She reiterated that visibility and communication of the project was a high priority for the Trust Fund.
- The Chair advised colleagues to engage their communications focal points that managed the various social media platforms and who were part of a network that can share the information on the various platforms and amplify the messaging from the agencies.
- Vermaran Extravour of FAO advised that the gender assessment of extension services was in progress for the second quarter and countries were to identify national consultants to undertake the assessments and produce the report. The land bank information system and land management segments were also in progress and a regional webinar will be hosted. Though not within the scope of the project the change in the value chain approach was also in progress.
- The Chair indicated that FAO undertook two major trainings on complimentary projects to the Joint Programme that could be communicated, showcasing how technical providers of assistance to development assistance intersects the principles of the human security approach that impacts the beneficiaries of the countries. She also said the presentation made to the National Steering Committee meeting on the use of digital technology utilizing GPS mapping can be communicated on social media in terms of changing the landscape by applying technology.

III. RC STEERING COMMITTEE MEETING

- The Chair informed that the RC Steering Committee meeting was postponed twice due to several matters, the more recent being the unavailability of the ministers. The Resident Coordinator's Office was collaborating with the national focal points to identify alternative dates and will revert on a new confirmed date.

IV. GRENADA

- The Government of Grenada had not provided a date for the convening of the National Steering Committee to draft the workplan, agree on the activities and to formulate the value chain. A subcommittee of partners will meet first and follow up with dates on when to meet with the National Steering Committee to discuss the workplan. A focal point has been identified to assist the UN System to move its platforms forward. The next course of action will be to engage the focal point in discussions with the ministry to start the process.
- Vermaran informed that the Ministry of Agriculture was requesting bi-lateral meetings with FOA on projects status and the Chair confirmed that though each agency would have a relationship with different counterparts, this situation needed escalation to the Resident Coordinator's Office since the UN was delivering as one. The Resident Coordinator needed to be made aware of the challenges when he meets with the government of Grenada to discuss the new MSDF. A suggestion was also made to communicate bottlenecks to the Project Coordinator who could escalate to the heads of agency or the Resident Coordinator if no resolution could be found within the Joint Team.

V. EXPENDITURE/IMPLEMENTATION – END OF Q2 ACTIONS

- The Trust Fund enquired about the status of implementation and expenditure, and the Chair indicated sharing the Expenditure Tracker projection; however, Q1 information needed updating to accurately reflect expenditure. The month end meeting will focus on conveying the Joint Team's position going forward. An e-mail requesting specific data to inform the discussions was sent; however, no information was received.
- The Chair reminded colleagues that consideration has to be given to reprogramming and this will be presented to the Resident Coordinator and Heads of Agency before it will be sent to the Trust Fund to approve the release of Y2 tranche of funds and the no cost extension.

VI. MONTHLY UPDATES

- It was envisaged that the monthly updates would keep the team apprised of the status of the project, whether information from the countries or the Trust Fund. There were no updates for April and colleagues were reminded to submit the monthly updates in a timely manner as it was an opportunity for each agency to share with colleagues and their principals in a snapshot, a reflection of the project. The updates can also include a financial update on a quarterly basis.

VII. CALENDAR OF EVENTS

- A Calendar of Events was shared so that colleagues can insert upcoming activities and events on a quarterly basis. This would facilitate having a series of updates and keep everyone informed of the Joint Steering Committee, the quarterly National Focal Points and updates resulting from the monthly meetings. The calendar would be useful to align activities, events and commitments thereby keeping everyone, including the countries informed.

VIII. ANY OTHER BUSINESS & SUMMARY/CLOSING

- ILO was working on onboarding Virginia's replacement.
- The status of the Joint Programme will be presented to the Heads of Agencies either on a quarterly or bi-annual basis and there will be a need to have up to date information to properly represent the project.
- The Chair advised colleagues to plan for a two-hour slot to discuss Y2 activities and implementation at the end of month meeting.
- The Chair concluded with thanking everyone who participated in the meeting.

UNTFHS Technical Steering Committee Meeting

Date	Thursday, 10 June 2021 10:00 a.m. – 12:00 p.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none">I. Welcome & IntroductionII. Acceptance of Minutes of 7 May meetingIII. General UpdatesIV. Discussion on the current financial status of the project at 31 May 2021V. Discussion on the projected financial status by 30 June 2021. Will the project reach 70% of expenditure? Next stepsVI. Discussion on the workplan and potential reprogramming of Year 2 activitiesVII. AOB
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Andrea Richards-Cummins, Joint Programme Coordinator (UNDP), Fransen Jean, Food Security Officer (FAOSLC), Feona Sandy, Country Coordination Officer – Grenada, Shade Richardson, Programme Associate (UN Women), Marcia Lavine, Programme Associate (UN Women)

MEETING SUMMARY NOTES

I. WELCOME & INTRODUCTION

- The Chair welcomed members and thanked them for their attendance; and their flexibility in accommodating the meeting that was rescheduled a couple of times.
- She also welcomed Feona Sandy, Country Coordination Officer for Grenada who has joined the RCO and will be the focal point for the UNTFHS and Spotlight Initiative.
- The Chair indicated that there will be ongoing discussions on project acceleration and she will be reaching out to colleagues individually within the next couple of weeks to fine tune the Joint Team commitments and the objectives set at the beginning of the year, for the end of quarter two. She informed the team that there will be a critical meeting at month end to finalize a few things on the project's trajectory, in order to be clear in the communication to the Heads of Agencies and the Resident Coordinator; and the ongoing communication with the Trust Fund.

II. ACCEPTANCE OF MINUTES OF 7th MAY MEETING

- The Chair drew colleagues' attention to the agenda and enquired if they had additional agenda items. She also requested colleagues to reflect on the Minutes of the previous meeting and invited to them to provide comments or indicate any amendments to the Minutes. A correction will be made to FAO on line two in paragraph five that was spelt incorrectly. The Minutes were adopted as a reflection of the meeting.

III. GENERAL UPDATES

- The Chair informed that there will be a meeting with Grenada's National Steering Committee to accelerate the discussion on the project in order to finalize the workplan and chart the way forward. A significant component of the discussion will prioritize Value Chains.
- The Resident Coordinator's Steering Committee meeting was scheduled for 23 June 2021 at 3:00pm. The RCO will issue invitations to Ministers responsible for the project and Heads of Agencies.
- The Chair confirmed that Barbados' National Steering Committee met, and she had encouraged other countries to host their Steering Committee meetings.
- Quarterly meetings with National Focal Points and Joint Steering Committees will take place the last week of the month. The Steering Committee meetings will be to provide an update on the status of the project; and it was expected that this quarter's meeting will be a joint presentation in early July to definitively outline the next steps going forward.

ILO

- They communicated that they were awaiting the substantive replacement for Virginia and that their engagement would not be as robust. This will have implications for the timing of their respective deliverables.

FAO

- Vermaran Extavour conveyed there will be challenges with the delay in ILO's component because they were providing input to the business training for women at the national level; and FAO was linking the gender focused business training under the chain assessments as it pertains to insurance and insurance products, as well as social protection from the perspective of access to finance and products. She indicated she would provide a written update and reported that FAO projects have been mobilized and launched in the countries, workplans developed for implementation and a number of activities have begun in parallel.
- The Chair said Year 1 Results Monitoring template will be shared next week for activity updates and to map the activities back to the resources; and this will be presented to the Trust Fund to demonstrate the project status.

UNDP

- Andrea Richards-Cummins reported that the research component activity was coming to completion and they were creating some short documents with country specific information, along with Advisory Notes for countries to review and provide feedback. The advocacy initiatives will be accelerated by end of June. She indicated that Barbados' National Focal points have requested UNDP to make a presentation at the next meeting and she requested an opportunity to present at the other countries' meetings and answer questions.

UN Women

- The Chair confirmed that the Business Coach component of the project for Barbados and St. Lucia was completed, and reports will be circulated to countries and teams. She noted that the Business Coach TOR was country specific. She also shared that the National Support Programme and Incentive Scheme for Small Business and Entrepreneurs consultancy had commenced.
- Recruitment for the consultancy, "Mainstreaming the Human Security and Gender Equality Approach", combining activities that related to the specific policy initiatives under Y1 for UN Women had commenced. The consultancy will be a one-year Retainer Contract to facilitate a number of inputs in the various processes. The consultant will collaborate with UNDP on the structural adjustment programme component, engaging

on the new Multi-Country Sustainable Development Framework (MCSDF) process, and preparing information for a Toolkit that will be launched 15 October 2021 for International Rural Women Day on the ParlAmericas platform.

- UN Women has mobilized funding to address some of the resource gaps, specific to the community grants. However, there still remained a significant resource gap that needed to be addressed. Consideration would need to be given to other resources mobilization efforts or reprogramming of activities.
- The Chair reported that the Legal Advisors deliverables were delayed, in terms of persons benefitting from coaching sessions due to their inability to connect with individuals. UN Women was in dialogue with them and national focal points regarding accelerating progress.

IV. DISCUSSION ON THE CURRENT FINANCIAL STATUS OF THE PROJECT AT 31 MAY 2021

- The Chair presented a caption of expenditure (see below) to facilitate the discussion. The cumulative spend was 42.6% of the Trust Fund's advance; which was significantly lower than the 70% threshold that was being sought by the end of June 2021 (Q2). Each agency's implementation rate was located on the right of the spreadsheet and when counterpart funding (USD920,000.00) identified by FAO and ILO was considered, the expenditure was 75%. FAO and ILO would need to provide verification validation of counterpart funding that aligns with Trust Fund activities.

UN Trust Fund for Human Security								
Project Expenditure for Year 1 and planned expenditure for period ending 31 May 2021								
	YEAR 1	EXPENDITURE	EXPENDITURE	EXPENDITURE	EXPENDITURE	Cumulative		IMPLEMENTATION
	BUDGET (UNTFHS)	30/06/2020	31/10/2020	31/12/2020	01/01/2021-31/05/2021	Expenditure to	BALANCE	RATE
						date		
All Agencies	\$ 862,420.00						\$ 862,420.00	
FAO	\$ 224,165.00	0.00	55,372.00	54,062.00	20,000.00	74,062.00	\$ 150,108.00	33%
ILO	\$ 17,655.00	0.00	0.00	0.00	0.00	-	\$ 17,655.00	0%
UNDP	\$ 160,500.00	0.00	380.09	5,770.00	26,864.54	32,634.54	\$ 127,865.46	20%
UN Women	\$ 460,100.00	\$ 30,100.00	\$ 79,056.30	\$ 167,410.20	\$ 93,604.45	\$ 261,014.65	\$ 199,085.35	57%
Total	\$ 862,420.00	\$ 30,100.00	134,808.33	227,242.20	140,468.99	367,711.19	\$ 494,708.81	28%
*FAO Interest: 1,155.00								
						% Expenditure:	367,711.19/862,420.00= 42.6%	

V. DISCUSSION ON THE PROJECTED FINANCIAL STATUS BY 31 JUNE 2021

- Vermaran confirmed that FAO's commitment for June will be shown the first week in July. She projected the agency's commitment would be approximately USD60,000.00 more by 30 June 2021 and will provide a progress report relative to the activities identified for FAO in the workplan.
- The Chair reminded that all information will be compiled indicating how different inputs have contributed toward the achievement of results at the activity, output and outcome levels under the Joint Programme.

VI. DISCUSSION ON THE WORKPLAN AND POTENTIAL REPROGRAMMING OF YEAR 2 ACTIVITIES

- The Chair noted that colleagues had other engagements to attend and confirmed that part two of the discussion will be scheduled the following week to discuss agenda item

six. She would circulate the workplan template with year two activities extracted for input and comments for discussion on reprogramming. This will be shared with countries to finalize the year two plan of work.

VII. ANY OTHER BUSINESS & SUMMARY/CLOSING

- There was no further business and the Chair concluded with thanking everyone who participated in the meeting.

UNTFHS Technical Steering Committee Meeting

Date	Friday, 27 August 2021 10:00 a.m. – 11:00 a.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none">I. Review of Minutes of 10 June 2021 meetingII. Review update of the UNTFHS shared with HOAIII. Review of updated financial statusIV. AOB
Attendees:	Angela Davis, Project Coordinator (UNTFHS Project), Vermaran Extavour, International Value Chain Specialist (FAOSLC), Andrea Richards-Cummins, Joint Programme Coordinator (UNDP), Franses Jean, Food Security Officer (FAOSLC), Feona Sandy, Country Coordination Officer - Grenada, Isiuwa Iyahen, Programme Specialist - Economic Empowerment & Statistics (UN Women), Shade Richardson, Programme Associate (UN Women), Marcia Lavine, Programme Associate (UN Women)

MEETING SUMMARY NOTES

I. REVIEW OF MINUTES OF THE MEETING HELD 10 JUNE 2021

The Chair welcomed colleagues and drew their attention to the Minutes of the previous meeting and invited them to provide comments or indicate any amendments to the Minutes. She reminded that the Minutes of the various meetings reflected the documentation process that forms part of the submission for the Annual Progress Report.

On page 2 General Updates, under UNDP a correction will be made to the spelling of Andrea Richards-Cummins name. The Minutes were adopted as an accurate reflection of the meeting.

II. REVIEW UPDATE OF THE UNTFHS SHARED WITH THE HOA

The Chair confirmed that the planned progress update on the programme to the end of June 2021, was reported to the Resident Coordinator and subsequently shared with the UN Heads of Agency (HOA). The updates reflected agency inputs as at 30 June 2021, per efforts to accelerate programme implementation and financial delivery related to the year one programme of work. The report included a brief summary of the programme, the steps undertaken to reach this year's goal based on agreed year one activities with progress colour coordinated according to status.

The financial update presented, also showed the programme's precarious position, given the low delivery rate and the urgent need for programme acceleration. The Chair confirmed that a UN HOA meeting was scheduled for 11:00am on 8 September 2021 to specifically discuss the financial status of the programme, with a focus on recommended actions for moving the programme forward. She encouraged colleagues to have internal discussions with their agency head before the HOA meeting with respect to implementing activities remaining in the workplan and to find concrete solutions to successfully move the joint programme forward. Financial and programmatic updates as at 30 September 2021 will be fed into annual reporting to the UNTFHS that was due 30 October 2021. It was further opined that there will be a need for strategic discussions to facilitate reporting, and colleagues urged to be responsive to deadlines. Further, it was shared that the guidance documents would again be circulated along with tentative submission dates, and one-on-one or activity level meetings could be convened to facilitate the preparation of the report. The Chair stressed the importance of articulating the background work being undertaken, the progress made and the next steps that should result from the HOA meeting to advance programme delivery by each agency. She indicated that to facilitate an application for a no cost extension the Joint Team would need to articulate the activities that could be implemented under their purview and a

timeframe. That would mean converging or potentially reprogramming some of the planned year two and three activities. Prior to submission, the HOA will meet to endorse the Annual Progress Report before final submission to the Trust Fund.

It was agreed that the Chair would recirculate FAO's submission outlining proposed specific line items adjustment within years two and three for the joint team's review and comments, in keeping with the overall outcome area. Vermaran Extavour (FAO) indicated a couple of items were tentative due to collaboration with ILO, and this was being discussed at the heads level. The submission proposed to focus on agri-insurance that involved training of financial institutions that have existing financial products for agriculture using the United Nations Environmental Programme (UNEP) Model. The gender assessment of Extension Officers built capacity; as well as the retraining and roll out of the land administration system in Grenada and St. Lucia under the land bank work that dealt with land and business registration. Under the value chain analysis she proposed a shift from supplying inputs for supply chains but directly due to uninformed chain development outside of the business. The focus of the HOA meeting will be on delivery and not technical aspects, and Isiuwa Iyehen (UN Women) suggested the Joint Team view and agree on the dimensions proposed, resolve the programme realignments before the HOA meeting. It was agreed that after the document was circulated, the team would meet as needed to discuss and come to consensus on any proposed programme amendments.

III. REVIEW UPDATED FINANCIAL STATUS

The Chair confirmed receiving financial updates from UNDP. UN Women had also reconciled their budget and would be able to provide an update by 30 August 2021. There has been no financial movement from ILO and the last FAO update was May 2021. The financial updates would need to indicate expenditure and encumbrances, and a note to explain the encumbrances. Additionally, financial updates would be needed for the period ending 30 September 2021 for the Annual Progress Report from all agencies. The financial update reported to 30 August 2021 would be shared in the upcoming HOA meeting.

IV. ANY OTHER BUSINESS

UNDP created shorter Country reports and Advisory notes emanating from the recently concluded structural adjustment assessments, and they have been uploaded onto the shared folder on Teams for review and feedback. Andrea Richards-Cummins (UNDP) indicated that UNDP would be moving forward with the advocacy initiative; however, she expressed that they were having challenges with the slow responsiveness of countries. Barbados and St. Lucia had given preliminary responses. Grenada indicated the activity UNDP was working on was not a priority, and though UNDP had reached out indicating support to what they would prioritize, they have not received a response.

The Chair reminded that Country Coordination Officers have recently been recruited by the Resident Coordinator's Office. These individuals were coordinating several joint programmes and that there would need to be a strategic approach to our engagement, as their placement should be leveraged to facilitate the coordination bottlenecks being encountered at the country level. She indicated that the new onboard UN country focal points for Antigua & Barbuda, Dominica, Grenada and St. Lucia would be invited to the next Technical Steering Committee meeting for introductions. She has connected these new colleagues to the national focal points under this programme and would forward their names and contacts to the group. She reminded colleagues to keep her informed when reaching out to the country focal points with respect to the UNTFHS project to facilitate our own coordination efforts.

In preparation of the Annual Progress Report, the Chair suggested colleagues review the country workplans independently and proposed to have a two-hour workplan meeting to determine where adjustments could be made based on limitations in terms of resources and traction in each country.

One area of concern was the community engagement and there would be a need to determine how best the programme could follow through with this tangible commitment.

The Chair implored that the programme was in dire need of communications products. She reminded colleagues to try to make the link to the programme when their agency was engaged in an activity that was related to the scope of work of the programme and that this would also showcase our efforts towards “delivering as one”. An opportunity was missed recently where the FAO principle and the Resident Coordinator participated in an UN Conference on Trade and Development (UNCTAD) event to commemorate International Youth Day where the focus was on youth and agriculture.

Barbados will be hosting the Global Commodities Forum 2 to 8 October 2021 as part of UNCTAD and Vermaran Extavour confirmed that FAO would be making a presentation on smart agriculture in the Caribbean. Vermaran further confirmed that a concept note on implementing the human security approach with a climate change and gender lens has been submitted for the Caribbean week of Agriculture, 4 to 8 October 2021. Additionally, communications products on the two value chains from Antigua & Barbuda will be forthcoming, as well as ongoing work on honey and beekeeping capacity building, and business training.

The Chair reminded the Joint Team to share information for the monthly updates for the period ending August 2021.

There was no further business and the Chair concluded with thanking everyone who participated in the meeting.

ANNEX G: HOA MEETING MINUTES AND UNTFHS
PROGRAMME UPDATE DOCUMENT

UN Trust Funds for Human Security Heads of Agency Meeting

Date	Thursday, 16 September 2021 10:00 a.m. – 11:00 a.m.
Venue	Zoom Online Platform
Agenda	<ol style="list-style-type: none"> I. Welcome II. Take stock of the Joint Programme implementation to date, reflecting on the 30 June 2021 status update III. Update and discussion Joint Programme financial status IV. Discussion and agreement on any programmatic adjustments V. Next Steps
Attendees:	Didier Trebucq, Resident Coordinator – Barbados and the Eastern Caribbean; Ugo Blanco, Deputy Representative - UNDP, Tonni Ann Brodber, Representative - UN Women; Renata Clarke, Sub-regional Representative – FAO, Lars Johansen, Deputy Representative – ILO, Angela Davis, Joint Programme Coordinator (UNTFHS Project); Isiuwa Iyehen, Programme Specialist – Economic Empowerment and Statistics, UN Women; Vermaran Extavour, International Value Chain Specialist - FAO; Feona Sandy, Country Coordination Officer – Grenada; Marcia Lavine, Programme Associate - UN Women; Shade Richardson, Programme Associate - UN Women

MEETING SUMMARY NOTES


I. TAKE STOCK OF JOINT PROGRAMME IMPLEMENTATION TO DATE, REFLECTING ON THE 30 JUNE 2021 STATUS UPDATE

The Resident Coordinator welcomed and thanked colleagues for participating in the meeting to review the status of the Joint Programme. He reminded of the Steering Committee meeting that took place 23 June 2021 and the previous HOA meeting that provided a status update as at 30 June 2021. Didier Trebucq indicated that the Joint Programme Coordinator felt a discussion should ensue about the programme's position one month before annual reporting to the Human Security Trust Fund; and for one agency to be able to request the release of the second tranche of funds.

The Resident Coordinator conceded that implementation has been uneven with low implementation expenditure of the Trust Fund resources but saw that other mobilized contributions by agencies were utilized and thought it good to have a holistic perspective of the different contributions and spending. A year and a half into implementation, the discussions should be centred on the tangible results on the ground that would have started to make a difference so that the UN System could maintain the interest of our government counterparts. During this mid-term process they should query whether the programme was adequately designed and if spend was reflective of other capacities they were expected to allocate, to ensure a smooth implementation and if there were issues that need to be attended to and needed support from the Programme Management Unit (PMU).

II. UPDATE AND DISCUSSION ON JOINT PROGRAMME FINANCIAL STATUS

Joint Programme Coordinator, Angela Davis reminded that as a part of the approval of year one annual reporting it was agreed to undertake acceleration measures to achieve 70% spend by 30 June 2021. She indicated that the technical team met regularly and worked in earnest to advance implementation during the fiscal year but there was still some way to go to meet the threshold. With the assistance of the technical focal points a presentation was prepared to illustrate where the programme was situated financially. The programme encountered several issues that impacted the Joint Team's ability to implement as originally intended; however, at this juncture there was a need to collectively figure out some additional measures that can be taken to advance the programme. Angela Davis outlined the budget allocation for the three-year programme; where the project budget detailed the Trust Fund's commitment, UN agencies contributions, resources to be mobilized via bi-lateral donors and resources to be mobilized by regional donors. To date US\$1,553,740.00 has been mobilized, with FAO mobilizing the larger portion of these resources.



PROJECT BUDGET DETAILS

Project Donors	Contribution (US\$)	
UNTFHS	\$1,970,405 Breakdown by Agency: UN Women: \$1,027,735 FAO: \$613,645 ILO: \$168,525 UNDP: \$160,500	
UN Agency Contributions	\$350,000 Breakdown by Agency: UN Women: \$230,000 FAO: \$120,000 ILO: Technical Assistance UNDP: Technical Assistance	
Resources to be Mobilised: Bilateral Donors	\$1,597,000	
Resources to be Mobilised Regional Donors	\$2,335,000	Resources Mobilized to Date: \$1,553,740 Sources: FAO \$1,302,740 (Several Donor Partners) ILO: \$196,000 (CRAIC) UN Women: \$55,000 (SPF II)
Total Budget	\$ 6,252,405	

The Joint Programme Coordinator noted that these resources were spread across activities for the three-year period of the programme, with some of FAO resources captured as 2020 expenditure and some for forthcoming work for years two and three; ILO resources were captured as 2020 expenditure; and UN Women's resources occurred in 2021 with a narrow window to utilize these funds by November 2021. Though reporting was required for the Trust Fund's resources only, the below financial summary showcased the cumulative total Year 1 budget based on all resources and expenditure as at 31 August 2021, that accounted for 51% of the UNTFHS portion of the budget expended which was below the 70% threshold to facilitate application for the second tranche of funds. At 31 December 2020, total expenditure from other sources was USD922,160.10; however, there was a need to illustrate where the funding with the Trust Fund's budget will take us.



UNTFHS Year 1 Financial Summary

Budget:

- Total Year 1 Budget (All Sources) : **\$1,709,324.00**
- Total Year 1 Budget (UNTFHS): \$862,420.00**

*Reporting required is primarily on expenditure related to the funding received from the UNTFHS

Expenditure to date (UNTFHS):

- Expenditure to **31/12/20** (UNTFHS Funds: All Agencies)= **\$227,242.20**
- Expenditure **01/01/21 - 31/08/21** (UNTFHS Funds; All Agencies) = **\$160,455.41 (+\$53,450.00 Commitments)**
- Cumulative Expenditure to **31/08/21** (UNTFHS Funds: All Agencies)=**\$441,147.61**
- % Expenditure of Year 1 Budget (End Q2): At 31/08/21** (UNTFHS Funded Portion of the Budget)= **51%**
- Total Expenditure **OTHER SOURCES: *** \$922,160.10 (TBC)

Technical progress has been made with respect to activities to be implemented; however, that technical progress does not always translate into expenditure and below details year one's expenditure at 31 August 2021 per agency. Angela Davis advised that it will be very important to articulate the substantive strides made technically to implement across the board in the annual progress report.



Expenditure Update: 31/08/21

UN Trust Fund for Human Security
Project Expenditure for Year 1: Period ending 31 August 2021

	YEAR 1 BUDGET (UNTFHS)	EXPENDITURE 31/12/2020	TOTAL EXPENDITURE 01/01 - 31/08	Commitments	TOTAL EXPENDITURE 31/08/2021	BALANCE	IMPLEMENTATION RATE
All Agencies	\$ 862,420.00					\$ 862,420.00	
FAO	\$ 224,165.00	\$ 54,062.00	\$ 18,375.00	\$ -	\$ 72,437.00	\$ 151,728.00	32%
ILO	\$ 17,655.00	\$ -	\$ -	\$ -	\$ -	\$ 17,655.00	0%
UNDP	\$ 160,500.00	\$ 5,770.00	\$ 51,790.28		\$ 57,560.28	\$ 102,939.72	36%
UN Women	\$ 460,100.00	\$ 167,410.20	\$ 90,290.13	\$ 53,450.00	\$ 311,150.33	\$ 148,949.67	68%
Total	\$ 862,420.00	\$ 227,242.20	\$ 160,455.41	\$ 53,450.00	\$ 441,147.61	\$ 421,272.39	51%

Notes:

*FAO Interest: \$1,155.01

- Expenditure from January 1, 2021 to August 31, 2021: \$18,375.00
- Total Expenditure to date at 31/08/2021= \$72,437.00

ILO:

- Expenditure from January 1, 2021 to August 31, 2021: \$0
- Total Expenditure to date at 31/08/2021= \$0

UNDP:

- Expenditures from January 1, 2021 to August 31, 2021: \$51,790.28
- Total Expenditure to date at 31/08/2021= \$57,083.02

UN Women:

- Expenditure from January 1, 2021 to August 31, 2021: \$143,740.13
- Total Expenditure and Commitments to date at 31/08/2021= (\$257,700.33+\$53,450.00)= \$311,150.33

Expenditure from mobilized resources:

FAO: \$583,000
ILO: \$196,000

Based on discussions with national focal points the Joint Team need to keep countries engaged and aware of the efforts undertaken to implement the programme so that impact was felt tangibly. The Joint Programme Coordinator presented below some of the recognized bottlenecks and challenges for consideration to facilitate advancing expenditure and delivery. These ranged from

- the differences in procurement systems that caused delays in terms of not being able to move in concert as a joint programme;
- recruiting suitable candidates for consultancies that caused delays in several actions;

- country level coordination and response times due to the remote modality of operation due to COVID-19;
- delays in consultant deliverables;
- a design flaw where several activities were broken into small pieces and was a human resource burden related to recruitment and contracting;
- another design flaw where some activities were out of sequence and triggered delays that caused a trickled-down effect with other agencies who were awaiting inputs;
- was there enough human resource to accelerate implementation of the programme and does the programme have the resources for recruitment. Can funds earmarked for travel and workshops be utilized for recruitment;
- were there capacities within agencies to assist with elements of acceleration of implementation;
- consensus on reprogramming to be presented to the UNTFHS;
- identify areas where agencies maybe better positioned to assist with the execution of implementation e.g. capitalizing on elements of the EnGenDER project;
- identify activities that were no longer feasible or practical; and
- resulting from any implementation challenges, identify any programme design issues.



The way forward:

Issues for consideration:

- **Implementation bottlenecks:**
 - Procurement system delays, consider options for joint procurement
 - Contracting & identifying suitable consultants, including country nationals
 - Country level challenges coordination, response time
 - Consultant delivery delays
- **Implementation capacity of the Agencies:**
 - Human resource capacity:
 - Recruit additional staff: short term, longer term? Do we have the resources?
 - Assign additional capacity within agencies to accelerate implementation
 - PMU can provide additional support to agency specific implementation and follow up
- **Re-programming:**
 - Propose programmatic changes for consideration and approval by the UNTFHS- consider reprogram funds for activities and travel
 - Identify areas where other agencies may be better positioned and propose changes to planned implementation
 - Identify activities which may no longer be feasible due to the constraints being experienced
 - Identify any programme design issues resulting in implementation challenges

III. DISCUSSION AND AGREEMENT ON ANY PROGRAMMATIC ADJUSTMENTS

The Resident Coordinator invited agency heads to discuss what was presented. He indicated that the Joint Programme was not unable to increase staffing but if there was a need for very short specific support that could be considered; however, the Joint Team must be able to request the second tranche of funds. Didier Trebucq indicated that reprogramming was an important element to be considered at this juncture in terms of design issues and areas that were not relevant.

FAO Representative, Renata Clarke confirmed that some funds were prioritized due to the timeframe to spend at the expense of UNHSTF; however, there was a Letter of Agreement with the Inter-American Institute for Cooperation on Agriculture (IICA) and a contract with a service provider to undertake training that should commit USD55,000.00 within the next two weeks. She expressed concern that national focal points were not feeling the impact on the ground though concrete actions were undertaken in terms of smart agricultural practices like the value chain assessments. Feedback from Permanent Secretaries across the countries suggested that they were unaware of what was going on. She conceded that one thing that could be done better was coordinating communication and to rectify this FOA had scheduled a slot at the Caribbean Week of Agriculture to give visibility to the work. Technical Officer,

Vermaran Extavour was working with the Communications Officer to develop press releases when significant steps were being met and Renata Clarke suggested to have more discussion and a joint approach or an awareness of how communications was undertaken to facilitate effectively communicating the programme achievements.

She indicated that coordination at the country level would have to be undertaken by the technical team to facilitate not operating in different ecosystems and cited if FOA was working on value chain development and UN Women was working on business acumen to make certain that the same people were receiving the training.

ILO's Deputy Representative, Lars Johansen acknowledged that expenditure from the UNHSTF was extremely low. ILO has an ongoing struggle finding a technical replacement for colleague who vacated the post and that has contributed to low delivery. A meeting was convened in July between agencies and colleagues in Geneva to discuss the Insurance products, to facilitate modeling and delivery by the third quarter, as well as the possibility of reprogramming; and he is following up with the Geneva Office regarding progress.

UN Women's Representative Tonni Brodber concluded that organizations transition from proposal development to implementation has led to some of the disjointedness being experienced with implementation. Grenada and St. Lucia indicated that without this particular programme capacities would not have been received. She wondered given what has been presented, if there was a possibility for agencies to collaborate to utilize funds and expedite implementation to facilitate reaching the 70% threshold; and when funds were received the agency that had the low spend at the time could reciprocate. Tonni Brodber confirmed this would have to be a discussion with the implementers and more importantly the various operations teams to facilitate a solution.

UNDP's Deputy Representative Ugo Blanco confirmed that UNDP had completed the structural adjustment study and were in the process to undertake the advocacy component that will conclude by yearend as planned. His team indicated that Barbados and St. Lucia were more responsive than others, and they will be able to move ahead with the advocacy component; and UNDP will have to reach out to FAO and UN Women to facilitate feedback from Dominica and Grenada.

The Joint Programme Coordinator confirmed that the Resident Coordinator's Office had employed Country Coordination focal points in Antigua & Barbuda, Barbados, Dominica, Grenada and St. Lucia to serve as an additional resource to assist with strategic interventions and to facilitate bottlenecks and delays in implementation. The Country Coordination focal points were introduced to National Focal Points and will be invited to the upcoming Technical Steering Committee meetings; and they will be oriented to the UNTSHS programme.

NEXT STEPS

Based on the discussion the Resident Coordinator concluded that consideration should be given to the suggestion of innovative spend; undertake redesign of some activities and reprogramming based on consensus to produce a concrete proposal that encompassed reviewing the workplan for years two and three. The Joint Programme Coordinator confirmed this was an immediate opportunity to facilitate those changes and communicate in the annual progress report. The redesign and re-programming would require amendment to budgets assigned to activities and involving our operations colleagues for guidance to accomplish the proposed changes.

Angela Davis acknowledged that more a focused communication would be needed so that beneficiaries and national focal points could appreciate that activities being rolled out at country level were part of the wider UNHSTF programme. To facilitate coordination of communication, she requested to be kept in copy when reaching out to national focal points so that she could be an additional resource in connecting activities to the UNTFHS programme. She also reminded HOA that the annual report was

being drafted and when completed it would require their collective endorsement before submission to the Trust Fund.

**Implementation and Financial Update:
 Joint Program- UN Trust Fund for Human Security:
 Building Resilience for Human Security in the Caribbean
 Countries: The Imperative of Gender Equality and Women
 Economic Empowerment in a Strengthened Agriculture Sector**



Status: 30 June 2021

Joint Programme objective	The Joint Programme aims to: Enhance Human Security, through Gender Equality and Women’s Economic Empowerment in a Resilient and Value-Adding Agricultural (and Fisheries) Sector in the Caribbean
Agencies involved	UN Entity for Gender Equality and the Empowerment of Women (UN Women) and the Food and Agriculture Organization (FAO) as co-leads, along with the International Labour Organization (ILO), United Nations Development Programme (UNDP),
Beneficiary Countries	Antigua and Barbuda, Barbados, Dominica, Grenada, and Saint Lucia

This summary report provides the **status of Joint Programme implementation, and the results of the programme acceleration measures**. The report is divided into three sections. **Section A** provides the Programme Status Summary. **Section B** summarizes the Financial Update to June 30th, 2021. **Section C** will focus on Next Steps and Recommendations.

SECTION A – PROGRAMME STATUS SUMMARY

Programme Schedule:

- There have been some successful outputs thus far, however implementation delays have impacted this program of work from its inception, as the realities of the COVID-19 pandemic impacted planned activities across the scope of work for Year 1. These issues and the ensuing challenges have previously been articulated in the 2020 Annual Progress Report.
- The PUNOs participating in this JP have also encountered various issues which have impeded progress. These have included staffing issues, adaptation to new implementation modalities, such as digital platforms, and slow consultant delivery on various activities.
- As noted in the 2020 Annual Progress Report, the PUNOs under the coordination of the Programme Coordinator, committed to undertaking the following programme acceleration measures in an effort to advance programme implementation through the first two quarters of 2021:
 1. Undertake to **reformulate and reprogram where appropriate**, originally planned activities to reflect efforts to accelerate programmatic delivery without changing programmatic focus or intended impact.
 2. **Consolidate procurement** actions as applicable following the reformulation of activities noted above.
 3. **Meet monthly** (instead of quarterly) as the Technical Steering Committee for the first two quarters of 2021 to action items indicated in 1 and 2.
 4. Continue to **communicate regularly with national counterparts**, to achieve in-country acceleration both through individual agency communication as well as a collective technical

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- group.
5. **Articulate quarterly expenditure projections** beginning January 2021, as a component of the monthly meetings on program implementation.
 6. JP Coordinator to **convene quarterly meetings with National Focal Points** to review program progress and address any challenges and bottlenecks being encountered.
- These actions have all been undertaken and are ongoing.

Key Year 1 Project Status Updates

Outcome 1: Gender responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalized			
	Progress: December 2020	Progress: June 2021	Projected Implementation Date/Completion
Output 1.1 Strengthened extension services for women farmers and women small business entrepreneurs.	In progress	-Assessment tool has been digitized for rollout and the base testing has been completed -Value chains and key stakeholders identified in each country	-The tool will now be rolled out August to September with reporting in October 2021
Output 1.2.: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship) (Activities 1.2.1/1.2.2/1.2.3)	In progress	-Consultant commenced work 19/04/2021. Efforts are ongoing. Contract will likely be amended to include Output 1.3 (Activities 1.3.1 and 1.3.2 (Y2) which can be met from reprogrammed resources), which further the inputs from 1.2.1.	-Current contract ends 20/08/2021. Amendment to follow.
Output 1.4: Reforms and improvements implemented.	Deferred to Year 3	Deferred to Year 3	Deferred to Year 3
Outcome 2: Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture (fisherfolk) and unemployed young men)			
Output 2.2; Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus	In progress	-An insurance product profile and outline have been completed for Antigua and Barbuda. Groundwork to	- Finalized product modelling is projected to be delivered by the end of Q3 of this year.

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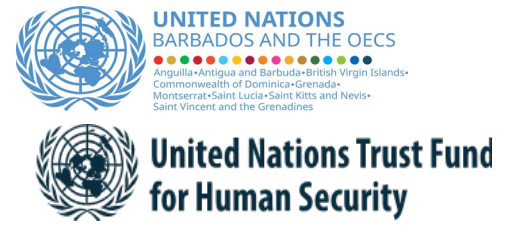
<p>on women) explored, developed and widely made available.</p>		<p>analyze risks and main needs of the target communities have also been completed for St. Lucia, Grenada, Antigua & Barbuda. -A partnership with the Caribbean Catastrophe Risk Insurance Facility (CCRIF) has been established. - Budget revision required to reduce amounts for consultations and accommodate staff costs within the existing allocation.</p>	
<p>Outcome 3: Increased market access readiness and resilience for smallholder farmers and agriculture related small business</p>			
<p>Output 3.1: Review, reform and modernization of the land/business registration system. (Activities 3.1.1, 3.1.2, 3.1.3)</p>	<p>In progress</p>	<p>-Agricultural Landbank management systems have been introduced in 2 of the project countries under separate FAO Technical programme (Grenada and St. Lucia).</p>	<p>-The FAO Land Management Information System design consultant recruitment has been delayed resulting from Grenada and St. Lucia needing additional time to collect data and to confirm the ToR to be executed. The training will take place August to September 2021. - The legal and land surveying consultancies will take place September to November 2021</p>
<p>Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses and resulting in the stipulated benefits effectively materializing.</p>	<p>Activity 3.2.1 Completed In progress: Activity 3.2.3</p>	<p>- This activity has been advanced (originally intended to be spread over 3 years). - Consultants have been retained as Legal Advisors in Antigua and Barbuda, Barbados and St. Lucia on 2-year retainer contracts for the provision of these services. While there have been some challenges in recruiting individuals to participate in these legal</p>	<p>-1st deliverables (Report of the provision of services to 20 clients each) are overdue and anticipated imminently. 2nd deliverables (Report of the provision of services to and additional 10 clients each) are due 30/11/2021.</p>

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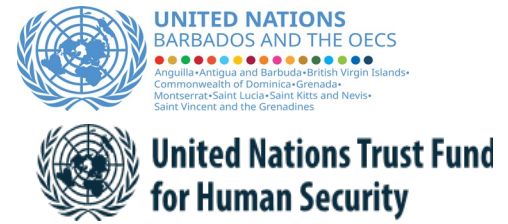
		clinics, progress is being made with the assistance of the national focal points in the line ministries, for the project.	
Output 3.3: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses and resulting in the stipulated benefits effectively materializing.	In progress	- Pending outcome of discussions with FAO	-New dates for completion TBD
Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended, and integrated. (Activities 3.7.4; 3.7.5; 3.7.6)	In progress	-Report is complete and recommendations generated which have fed into Advisory Notes (currently being reviewed) and suggested Advocacy initiatives. 16 SAPs reviewed across beneficiary countries. - Recommendations for Advocacy initiatives have been prepared for review and discussion with national partners for development and implementation.	- Beginning in Q3 and anticipated completion by the end of Q4. -Inputs from this activity will support activity 5.5.1 in Q4.
Outcome 4: Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolks and young people to engage in agriculture and the blue economy.			
Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened. (Activity 4.1.2)	In progress	- These activities have been advanced (originally intended to be spread over 3 years). -Completed in 3/4 beneficiary project countries. Activities in Dominica are nearing completion, which is slated for the end of July. Recently held training workshop in Dominica hosted 2 men/12 women and one-on one coaching/mentoring was	- Having found no successful candidates for the corresponding consultancy for Grenada, it is uncertain at this time if this will be revisited. -To date we have yet to conclude workplan discussions with the National Steering Committee in Grenada to agree on the activities for implementation under this project.

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		<p>completed with 1 man/10 women.</p> <p>-</p> <p>- In Antigua, 44 persons (29 women/15 men); Barbados, 40 persons; 30 women/10 men benefitted from one-on-one coaching/mentoring offered by the Business Coach. In both countries these sessions were conducted in addition to: (1) Group Organizational Assessment Report, and (2) Analysis of Barriers to business operations and organizational capacity of 2 women small business associations/groups in the agribusiness and related sectors</p> <p>- In Saint Lucia 25 rural women farmers benefitted from a training workshop in "Price and Contract Negotiation". These coaching/mentoring sessions complemented assessment activities related to: (1) An Inventory of Contracts; (2) Analysis of Price and Contract Negotiation Capacity of 2 women farmers groups; and Identification of Potential for Value Addition and New Market Opportunities in the case of Saint Lucia.</p>	
<p>Outcome 5: Integration and Mainstreaming of the Human Security Approach</p>			
<p>Output 5.1: Effectively coordinated and implemented project. (Activities 4.1.3; 5.2.1; 5.3.1;5.4.1; 5.5.1)</p>	<p>In progress</p>	<p>- Consultant recruited on a one- year retainer to action gender equality and human security mainstreaming efforts.</p>	<p>-First deliverables are due between August 2021-December 2021.</p>

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Output 5.8: Project Launch	High-level	Completed		
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Programme Issues:

- At this point none of the PUNOs are indicating any significant reprogramming of the activities under their respective purviews.
- Although behind the original implementation timelines, activities are gaining traction.
- Challenges exist, however, where the implementation of activities are dependent upon the completion of others. This potentially has implications for Year 2 and Year 3 activities as it then may cause further delays in implementation.

Illustrative examples include (not exhaustive):

- Activity 1.1.1: Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services (Component 1-FAO: Assessment Agricultural and Fisheries Extension Services) impacts the Assessment of Business Extension and follow on workshop to endorse the recommendations emanating from both assessments.
 - Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products. Component 1: Initial pilot developing insurance products-workshops /Specialist Insurance Consultancy. Component 2: Risk Identification and expansion of Insurance Products. Implications for follow on activities 2.2.2 and 2.2.3 for Year 2.
 - Activities 3.1.1, 3.1.2, 3.1.3 are delayed and will impact the follow on activity 3.1.4.
 - Activity 5.5.1 is dependent on the completion of activities under Output 3.7 – all were programmed for Year 1.
- There is greater need for further collaboration between agencies in relation to the integrated nature of some implementation. This is not yet where it needs to be. Discussions have primarily been on accelerating implementation of delayed Year 1 activities which required less on-going discussion and collaboration. **There is an acknowledgement amongst all PUNOs of the need for more discussion between them to ensure the intended integrated approach of the programme is maintained.**
 - It is acknowledged that implementation of this project is **occurring in parallel with other projects with similar or complementary themes within the same sector, which we are aware may be creating a management and coordination burden** for the national counterparts who are managing all of these activities. It is also **a challenge for some of the agencies who also have multiple concurrent streams of assistance which also require coordination and management with limited staff.** The geographic footprint in the region is relatively small and the absorptive capacity of these islands is limited. While resources and technical assistance are greatly needed, it is critical that they are delivered in a well-coordinated and complimentary manner.
 - The activities under this programme offer direct technical assistance/ support and direct implementation. These are the types of activities that would normally generate greater visibility through field visits into country, which are currently not possible in all instances. As COVID-19

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protocols allow, field visits and in-country implementation will be scaled up. The team will continue to operationalize the activities remotely where needed and seek to find innovative ways of ensuring effective delivery.

SECTION B – FINANCIAL UPDATE

Programme Budget:

- The financial delivery rate for Year 1 was at **46%** at the end of June 2021, including encumbrances/commitments for UN Women and UNDP. Details are noted in the table below.
- The issues affecting program implementation and delivery have been noted, the program while technically in year 2 of implementation, is not **on track to achieve the minimum 70% expenditure threshold to trigger the release of the second year of funding from the Trust Fund at the end of Q2**. This may not occur until the end of **Q3**.

Budget:

Total Year 1 Budget (All Sources) : **\$1,709,324.00**

Total Year 1 Budget (UNTFHS): \$862,420.00

*Reporting is primarily on expenditure related to the funding received from the **UNTFHS**

Expenditure to date:

Expenditure to **31/12/20** (UNTFHS Funds: All Agencies)= **\$227,242.20**

Expenditure **01/01/21- 30/06/21** (UNTFHS Funds; All Agencies) = **\$169,521.51**

Cumulative Expenditure to **30/06/21** (UNTFHS Funds: All Agencies)= **\$396,763.71**

% Expenditure of Year 1 Budget (End Q2): At 30/06/21(UNTFHS Funded Portion of the Budget)= 46%

Expenditure to **31/10/20** funding from OTHER SOURCES: \$922,160.10 (Reported by FAO and ILO).

Details outlined below.

UN Trust Fund for Human Security

Project Expenditure for Year 1 and planned expenditure for period ending 30 June 2021

	YEAR 1 BUDGET (UNTFHS)	EXPENDITURE 31/12/2020	EXPENDITURE 30/06/2021	TOTAL	BALANCE	IMPLEMENTATION RATE
All Agencies	\$862,420.00					
FAO	\$224,165.00	\$54,062.00	\$20,000.00	\$74,062.00	\$150,103.00	33%
ILO	\$17,655.00	\$0.00	\$0.00	\$0.00	\$17,655.00	0%
UNDP	\$160,500.00	\$5,770.00	\$43,940.72	\$49,710.72	\$110,789.28	31%
UN Women	\$460,100.00	\$167,410.20	\$105,580.79	\$272,990.99	\$187,109.01	59%
Total	\$826,420.00	\$227,242.20	\$169,521.51	\$396,763.71	\$465,656.29	46%

Notes:

*FAO Interest: 1,155.01

June Expenditure is an estimate

*UNDP:

From beginning of 2021:

1. Expenditures from January 1, 2021, to June 30, 2021: \$25,646.57
2. Commitments/Unencumbered expenses to June 30, 2021: \$18,294.15

Total: \$43,940.72

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***UN Women**

From beginning of 2021:

1. Expenditure from January 1, 2021, to June 30, 2021: \$68,830.76
2. Commitments/Unencumbered expenses to June 30, 2021: \$36,750.00

Total: \$105,580.79

Resource Gap:

Amount to be sourced from other donors (including support cost)

Participating UN Agencies: US\$ 350,000.00

Bilateral Donors: US\$ 1, 597,790.00

Regional Donors: US\$ 2,335,000.00

- Agencies have begun to identify counterpart funding from other projects under their respective purviews. As articulated in the Annual Progress Report, to date, **\$922,160.10** has been identified as being mobilized and applied towards the year one program of work.

The remaining significant resource gap will need to be addressed. **Given the anticipated reprogramming on account of the COVID-19 pandemic, there are likely to be resources which can no longer be used as originally intended for this year, such as those for travel and in person workshops and trainings. PUNOs have indicated joint funding conversations have been had with development partners and expect a positive outcome.** These activities will need to be carefully discussed and plans articulated to the UNTFHS on how these resources will be reprogrammed or if the activities are no longer viable. This issue has been raised with the PUNOs and discussions will be ongoing in this regard. **The possibility of securing other donor resources will continue to be explored.**

SECTION C- NEXT STEPS AND RECOMMENDATIONS

To ensure the effective implementation of the JP, the following interventions and actions are recommended:

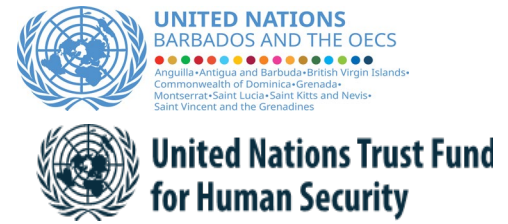
High-Level

- Meetings with HOAs should take place once a quarter until programme delivery is at a significantly advanced level, to enable the release of additional funding. The Programme Coordinator will continue to provide updates on the overall progress under the JP following the updates provided by the technical focal points for the PUNOs.
- **No request for Year 2 funding possible at this time.**

Programme Level

- Given the challenges to implementation, and the challenges to implementing the acceleration strategies outlined above, it will be necessary to pivot the programme to address the major challenges that could not be overcome. These include the slow pace of implementation of baseline activities that have hindered the implementation of other activities. It is proposed that some programme interventions be reviewed to determine relevance, potential for expediting

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delivery and contribution to the human security approach and integration with other components. **Aim to complete this by the end of Q3 and include in the Annual Progress Report, along with the envisioned request for the second tranche of funding and a request to the UNTFHS for a No-Cost Extension of the programme.**

- Monthly Technical Steering Committee meetings will continue to review progress towards implementation.

Programme Coordination Level

- Discussions will continue with the PUNOs regarding the potential impact of programmatic delays on the other activities which were intended to build from those which have been delayed.

**ANNEX H: WORKPLAN AND RESULTS MONITORING
TEMPLATE**

The Results Monitoring Report should cover all work under the proposed programme, i.e. those funded by the UNTFHS as well as those funded by other funding sources.

Activities Refer to the programme proposal regarding the list of activities.	Implementing organization	Year 1 Budget (US\$)	Please highlight the respective cells reflecting when the activity was implemented/will be implemented.												* Ensure to include this information for the cells indicated in the results framework.				Progress as of the reporting date: Including progress towards the targets (OCTOBER 2020)	Notes / reason for variation (if any)	Programme Updates: Indicate new dates and any proposed change of the activity (OCTOBER 2021)			
			Year 1				Year 2				Year 3				Objectively verifiable indicators* (OVI)	Baseline*	Target*	PROGRESS/Achievement				Means of verification* (MOV)		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Outcome 1- Gender -responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalized													OVI	Baseline	Target		MOV	Progress	Notes	Notes				
Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.													Percentage of women farmers and small business entrepreneurs reached by extension services increased.	N/A	25%		Assessment of women farmers and small business entrepreneurs reached.	No progress to date. Activity deferred to Q1 2021		As noted below Assessments should take place between February and March 2022				
Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services. Component 1-FAO: Assessment Agricultural and Fisheries Extension Services (2-month consultancy) Component 2-UN Women: Assessment Business Extension Services (2 month consultancy)	FAO and UN Women	\$ 30,000.00			X	X	X	X									Number of assessments completed.	0	5 (1 per country)		Project reports and government data.	Gender-sensitive tool for Assessing Extension services have been developed and placed on an online platform. Gender awareness sessions have been incorporated targeting MoA staff including extension officers.	Delayed implementation adjustments in timelines and negotiating of contracts with service providers. The digitization of the tool also required time and resources that were not initially planned. Further technical review also identified the need to include gender awareness as part of the implementation process.	Execution of gender awareness sessions and the assessment tool will commence November 2021
Activity 1.1.2: Recommendations (informed by results of the Assessments) formulated for the modernization and effectiveness enhancement of gender-sensitive agriculture, fisheries and small business extension services. Included in above consultancy and cost	FAO and UN Women	\$ -			X	X	X	X									Number of recommendations officially put forward to government.	0	2		Report with recommendations on modernization and effectiveness.	No progress to date. Activity deferred to	Delayed implementation due to COVID-19 pandemic.	This will follow on after to completion of the 5 consultancies in Activity 1.1.1
Output 1.1 Subtotal													OVI	Baseline	Target		MOV	Progress	Notes	Notes				
Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship)													Percentage of women farmers and small business entrepreneurs reached through direct agricultural support and incentive schemes.	N/A	25%		Review of national programmes.		These three activities (1.2.1, 1.2.2, 1.2.3) were linked to Activity 3.3.4 to accelerate progress given the related scope of the activities and combined into 1 TOR.					
Activity 1.2.1: Review of national agriculture and small business support programmes and incentive schemes. 2 month consultancy (desk study)	UN Women	\$ 15,000.00	X	X	X	X										Number of reports on support programmes and incentive schemes produced.	0	6		Final report with recommendations available.	No progress to date.	Delayed implementation due to COVID-19 pandemic.	Completed	
Activity 1.2.2: Analysis of the possible need for different or additional support measures and incentives (range of support activities; reach of specific target groups, in particular women smallholder farmers, fisherfolk and women small business entrepreneurs). Included in abovementioned consultancy	UN Women	\$ -	X	X	X	X										Number of reports identifying additional needs and support necessary.	0	5 (1 per country)		Final needs assessment report with recommendations	No progress to date	Delayed implementation due to COVID-19 pandemic.	Completed	
Activity 1.2.3: Review and approval of the proposals for revised and expanded support measures and incentives. Included in abovementioned consultancy	UN Women	\$ -	X	X	X	X										Number of relevant partners approving expanded support measures.	0	4		Approval document signed by partners agencies.	No progress to date	Delayed implementation due to COVID-19 pandemic.	To be completed by Q1 2022 based on completed 1.2.1 and 1.2.2	
Output 1.2 Subtotal													OVI	Baseline	Target		MOV	Progress	Notes	Notes				
Output 1.4: Reforms and improvements (proposed and endorsed following the reviews as per Outputs 2.1 and 2.2 above), implemented.													Number of reforms identified for implementations to enhance operations.	N/A	5		Report of review of responsiveness of mechanisms to recommendations for improvement.							
Activity 1.4.1: Support to the Ministries of Agriculture and Fisheries in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project.	FAO	\$ 2,500.00	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of ministries receiving support facilities and pilot. Percentage of those receiving support that indicate support met needs.	0	3; 65%		Report of technical assistance by consultant. Ministry reports.		Resources to be mobilized	Resources to be mobilized	
Activity 1.4.2: Support to the Ministries of (Small) Business in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project.	FAO	\$ 14,000.00	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of ministries receiving support facilities and pilot.	0	2		Report of technical assistance by consultant.		Resources to be mobilized	Resources to be mobilized	

Activity 1.4.4: Effective national mechanism, within the Ministries in charge of Agriculture, Fisheries and of Small Business, in place to evaluate effectiveness of the implemented changes, and for the formulation and implementation of corrective action if/where required. (2, 15-day consultancies)	FAO and UN Women	\$ 5,000.00	X	X	X	X									Number of national mechanisms in place for evaluation and corrective actions.	0	2		List of partners comprising of national mechanisms for evaluation and corrective actions.	Resources have not been mobilised to conduct the above activities (1.4.1 and 1.4.2), therefore the evaluation mechanism is recommended to be delayed until the resources are confirmed for implementation of the activities	Resources are yet to be mobilized. This Activity will likely be deferred to Year 3.	Defer to Year 3
Output 1.4 Subtotal		\$ 21,500.00													OVI	Baseline	Target		MOV	Progress	Notes	Notes
Outcome 1 Subtotal		\$ 66,500.00																				
Outcome 2: Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture (fisherfolk) and unemployed young men)																						
Output 2.2: Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed and widely made available.															Number of recommendations on agricultural insurance products	0	1		Insurance products including stakeholders recommendations.			
Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products. Component 1: Initial pilot developing insurance products-workshops /Specialist Insurance Consultancy Component 2: Risk Identification and expansion of Insurance Products (5 month Specialist Insurance consultancy)	ILO	\$ 350,000.00			X	X	X	X							Number of insurance products developed or recommended in consultation with stakeholders.	0	2		Report of insurance products needs of stakeholders identified.	The activity builds on the technical knowledge and expertise built and gained through Climate Risk Adaptation and Insurance in the Caribbean (CRAIC) project. Until May 2020, CRAIC had engaged technical specialist consultancies and carried out meetings with (i) prospective target groups in several Caribbean countries to collect information on their risks and needs, (ii) relevant stakeholders like associations, and (iii) prospective insurance companies. CRAIC has been engaging with Guardian as a regional provider of insurance and specifically in St Lucia, with GK Insurance. Building these relationships requires mobilizing technical experts in the region. CRAIC has succeeded also in tightening working relations with a sister project - CCRIF SPC. Being a strong regional player with active engagements with governments for sovereign risks, CCRIF will be a useful player in talking with the diverse stakeholders in the next period.	In May 2020, CRAIC's current phase ended. A new phase is in the works and funds are to be allocated in the next period. Funds from UNTFHS are foreseen as of year 2, will help complement the funds from CRAIC phase 2.	No reprogramming foreseen for now
Output 2.2 Subtotal		\$ 350,000.00													OVI	Baseline	Target		MOV	Progress	Notes	Notes
Outcome 2 Subtotal		\$ 350,000.00																				
Outcome 3: Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses																						
Output 3.1: Review, reform and modernization of the land/business registration system.															Number of review, reform and modernization of land/business registration system; Percentage of beneficiaries registered.	0	5; 50% (beneficiaries)		Review report with list of stakeholders registered in system, recommendations.	FAO proposed to focus on the registration and leasing of Agricultural lands. Agribusiness registration systems is separate from agriculture land registration. National consultants will be required to undertake selected activities given the limited budget.	The agriculture land bank is one of the responses used to promote national sustainable agriculture production, as it allows for the modernization of the land administration systems and the enhancement of intersectoral coordination and public-private partnerships. The agricultural land banks have been designed also as mechanism to enhance entrepreneurship amongst rural youth and women, in agriculture, forestry and fisheries, and to ensure sustainable decrease in unemployment and poverty within these vulnerable groups	Combining the resources from the line items (3.1.1, 3.1.2, 3.1.3) are requested. Proposed changes are presented below.
Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems. Component 1: Design and administration of survey with on-line support (one month consultancy); Component 2: Drafting national review reports (informed by survey results) - one month consultancy	FAO	\$ 9,000.00	X	X	X	X	X	X	X	X	X				Number of infrastructural and organizational review on national land/business registration system.	0	6		Final review report on national land/business registration system, with recommendation.	Agricultural land management system has been introduced in Grenada and St.Lucia. Piloting of the agricultural land leasing using the land management system with plots allocated to applicants will be undertaken. The international consultant will be training the Ministries of Agriculture in the management of the land information system to develop contracts for the leasing of lands	Existing support is being provided to build the capacity of the Ministry of Agriculture in 2 countries to establish a more efficient agricultural land management programme. This work included the identification of agricultural lands for leasing and development of a pilot to lease agricultural lands to identified beneficiaries. Therefore, to advance the work that had begun, efforts under this project are being used to advance the implementation of the pilot in 2 project countries by training the Ministry of Agriculture team in using the software provided under the supporting projects.	Capacity building of the Ministry of Agriculture in managing agricultural land. Target - 2 training reports

Activity 3.1.2: Participatory workshop organized to present, discuss and endorse recommendations to strengthen the registration systems, to modernize it (also through the use of new technologies) and to make them user-friendly, in particular for women farmers and women small business entrepreneurs.	FAO	\$ 18,000.00	X	X	X	X									Number of participants involved in workshop discussions on usefulness/user-friendly, modernization and functionality of the registration system; Percentage of participants who report usefulness of the workshop.	0	25 (participants); 70%		Report of workshop with stakeholders recommendations to strengthen the registration system, including participation list and evaluation forms.	A regional virtual workshop on Land Management Information systems will be hosted. The international consultant for will be delivering the webinar in collaboration with the FAO technical team. In St. Lucia, the request under the project is to further support the surveying of lands and the parcel breakdown Minsitry of Agriculture to support the pilot of the land bank.	The regional workshop will allow participants from the project countries an opportunity to review and comment on the implementation of the landbank information management system and the supporting tools while also sharing experiences from the implementation of the landbank programme from at least one of the project countries.	The target for the regional webinar will remain unchanged and include beneficiaries of agricultural lands, land management officers, and other identified stakeholders. Target for the surveying of agric
Activity 3.1.3: Development of a costed strategy and action plan to strengthen the land/business registration system and to make it more accessible, in particular for women farmers and small business entrepreneurs.	FAO	\$ 10,000.00	X	X	X	X									Number of costed strategy and action plan developed to strengthen the land/business registration system. Percentage of stakeholders with access land/business registration system.	0	5 (plan); 50%		Final action plan including costed strategy to strengthen the land/business registration system.	Costed strategy to develop and implement land management information system will be completed based on the pilot		Target - 2 plans
Output 3.1 Subtotal		\$ 37,000.00													<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing.															Percentage of beneficiaries benefitting from increase land tenure registration.	0	25%		Report on beneficiaries with direct benefit, including practical guide on registration system, lesson learned and recommendations.			
Activity 3.2.1: Preparation of a short 'How To' guide on the practical steps related to land and business registration.	UN Women	\$ 5,000.00	X	X	X	X									Number of practical guidance document available to enhance awareness of land/business registration.	0	1		Practical guide to inform stakeholders on ways to register.	This activity will be completed by the end of Q4. Draft How To Guide is in review and will be finalized for production and dissemination.	N/A	N/A
Activity 3.2.3: Provision of direct land/business registration support to women farmers and women small business entrepreneurs. <i>Legal Advisors</i>	UN Women	\$ 10,000.00	X	X	X	X									Number of beneficiaries benefitting from direct land/business registration support.	0	1		List of beneficiaries and final report on direct land/business registration support, with lessons learned and recommendations.	The recruitment of Leagal Advisors was accelerated and they have successfully been contracted on a two-year retainer contract to provide services in Antigua and Barbuda, Barbados and St. Lucia. With no successful candidates being found in Grenada and Dominica, the consultancies will be readvertised in 2021. Funds have not yet been expended at the time of reporting	Consultancies will be re-advertised in Grenada and Dominica in 2021	Activities were terminated in September 2021. Consideration will be given to a revised approach to this activity.
Output 3.2 Subtotal		\$ 15,000.00													<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development.															Percentage of beneficiaries benefitting from technology/business packages documented and incentive and training programme put in place.	0	50%		Assessment of beneficiaries with direct benefits of technology/business packages, incentives and training programmes.			
Activity 3.3.2: Individual or group agriculture and fisheries related small business opportunities (trade; storage; agro-processing) identified and documented in 'How To' guidance, and training documentation; and start-up support provided. <i>Component 1: Regional Meeting with Ministries of Small Business and Gender Focal Points to discuss approach, technical support and project support modalities (two days; 30 participants) Component 2: In partnership with Ministries of Small Business and Gender Focal Points, up to 14 new agriculture sector related business per country (70 in total) provided with small start-up grant (\$ 6000 on average per new business). Component 3: In partnership with Ministries of Small Business and Gender Focal Points, up to 14 new agriculture sector related business per country (70 in total) provided with small start-up grant (\$ 6000 on average per new business)</i>	UN Women	\$ 50,000.00	X	X	X	X									Number of individual or group agriculture and fisheries related small business opportunities identified; Number of "How To" guide and training manuals developed; Number of stakeholder participating in and benefitting from start-up support.	0	30 (25 individual 5 group); 1 (guide and training package); 50 (stakeholders)		Participants list identifying individual or group; Practical How To guide and training package including lesson learned opportunities and stakeholders recommendations.	\$30,000:TBM-Component 1(Y1) \$340,000:TBM-Component 2 (Y2 -Y3) \$80,000:UNTFS-Component 2 (Y1- \$20,000 &Y3-\$60,000): No progress to date. Resources are yet to be mobilized for Component 1- may host a virtual forum as an alternative. Component 3 deferred to Q2-Q3, 2021	Delayed implementation due to COVID-19 pandemic.	It was determined that this activity would be better implemented when more the the YR 1 activities were completed to inform it. It will take place in early 2022.

Activity 3.3.3: Training packages and modules put together and delivered to interested potential small business entrepreneurs, with a particular focus on women.	ILO	\$ 16,500.00	X	X	X	X											Number of training packages and modules put together and delivered to potential small business entrepreneurs.	0	1		Training package materials put together and printed modules.	The training package proposed to be used as a basis for this project has been tried and tested in over 20 countries. GET Ahead is primarily carried out in person - both for training of trainers and for training of entrepreneurs. The ILO has been working on an online TOT that would serve as the basis for this project and other efforts around the world. The online TOT materials have been finalized late September 2020 with funding from various ILO projects across the world.	Between November 2020 and February 2021, the current standard online TOT materials for GET Ahead are to be adapted to the agriculture sector and Caribbean islands. The materials will be adapted to the Caribbean as a region and not by country. The trainers will be able to further adapt the materials as they prepare to carry out the training to entrepreneurs in a given country	The nature of the activity itself does not change. The completion of activities planned for Year 1 will now be completed in 2022 Quarter 1.	
Activity 3.3.4: In collaboration with concerned Ministries, incentive and support programme (specifically targeting women farmers, fisherfolk and small business entrepreneurs) designed and put in place.	UN Women	\$ 10,000.00	X	X	X	X											Number of incentive and support programme designed and put in place.	0	1		Written overview of available incentive and support facilities.	No Progress to date		These three activities (1.2.1, 1.2.2, 1.2.3) were linked to Activity 3.3.4 to accelerate progress and have been completed. 3.3.4 with conducted, it is in production for dissemination.	
Output 3.3 Subtotal		\$ 76,500.00																<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated																	Number of reveiws Structural Adjustment Programmes	0	100%		Report on structural adjustment programmes including the number of direct beneficiaries and recommendations.	Finalization of Terms of Reference for the consultancy to implement these activities. It is foreseen that this consultancy will be procured in the next Quarter	This activity was delayed internally due to the impact of COVID 19 and a change in joint programme personnel. External factors are related to components of the UNDP consultancy depending on data to be generated from actions falling under the purview of joint agency partners and the finalization of country work plans		
Activity 3.7.4: National policies impacting farming reviewed.	UNDP	\$ 150,000.00	X	X	X	X											Number of national policies impacting farming reviewed. Percentages of farmers affected by national policies.	0	2 (policies); 30% (farmers)		Report of Review of national policies and the effect on stakeholders, including adjustments to policies and stakeholders recommendations.	Finalization of Terms of Reference for the consultancy to implement these activities. It is foreseen that this consultancy will be procured in the next Quarter (Year 2)	This activity was delayed internally due to the impact of COVID 19 and a change in joint programme personnel. External factors are related to components of the UNDP consultancy depending on data to be generated from actions falling under the purview of joint agency partners and the finalization of country work plans	Completed	
Activity 3.7.5: Advisory Notes prepared with adjustments recommended in order to mitigate negative impacts on smallholder farmers, fisherfolk and small business, and on women farmers, fisherfolk and small business entrepreneurs in particular. <i>Same as abovementioned consultancy</i>	UNDP	\$ -	X	X	X	X											Number of advisory notes prepared with adjustments recommended to mitigate negative impacts.	0	4		Advisory Notes.	Advisory Notes will be developed from the analysis to be completed by the Consultant	This activity to be adjusted to Year 2	In production	
Activity 3.7.6: Advocacy initiatives related to the recommended policy changes organized, and (possibly) resulting in the adoption of the proposed adjustments. <i>Same as abovementioned consultancy</i>	UNDP	\$ -	X	X	X	X											Policymakers report that advocacy initiatives resulted in policy changes.	N/A	Yes/No		Final report on advisory initiative including recommendations on policy changes.	Advocacy Initiatives to be developed in consultation with national partners and implementing agency partners and will be based on the Analysis completed on structural adjustment programmes and national policies	This activity to be adjusted to Year 2	Advocacy Initiatives will be developed shifted to Year 2 Quarters 2 and 3 as these cannot be developed until the Analysis is completed	
Output 3.7 Subtotal		\$ 150,000.00																<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Outcome 3 Subtotal		\$ 278,500.00																							
Outcome 4: Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy																									
Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened																	Number of farmers groups established and/or strengthened.	0	5		List of new registered farmers; including management and organizational support received, scorecard results, activities conducted and stakeholders recommendations.				

Activity 4.1.2: Management and organizational support to farmer/fisherfolk and related small business entrepreneurs' groups. Business Coaches:Outsourced coaching (sourced in each country) to provide management support on a retainer basis to the farmer/fisherfolk groups	UN Women	\$ 10,000.00	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of beneficiaries requiring management and organizational support.	0	5		Report on type of management and organizational support offered, including number of beneficiaries and feedback on support offered.	The recruitment of Business Coaches was accelerated and they have successfully been contracted to provide services in Antigua and Barbuda, Barbados and St. Lucia. With no successful candidates being found in Grenada and Dominica, the consultancies will be readvertised in 2021. Consideration is also being given to candidates who may satisfactorily completed their assignment in one of the other countries being offered a second country opportunity. In Antigua and Barbuda and St. Lucia, the consultancies are being conducted remotely. To accelerate this activity, resources (\$20,000 from Activity 5.8.1 [which was implemented virtually] have been utilized). The first 3 Business Coaches will complete their consultancies by Q2, 2021. The remaining 2 Business Coaches should be recruited and activities completed by Q3, 2021.	Delayed implementation due to COVID-19 pandemic.	Business Coaching activities completed in Antigua and Barbuda, Barbados, Dominica, and Saint Lucia.
Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results.	UN Women	\$ 5,000.00	X	X	X	X											Number of scorecards developed; Percentage of beneficiaries with access to scorecards and knowledge of reporting scores.	0	1 (scorecards); 50%		Monitoring and Evaluation report.	Activity 4.1.3 will be deferred to Q3 of 2021	Delayed implementation due to COVID-19 pandemic.	Activity completed
Output 4.1 Subtotal		\$ 15,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Outcome 4 Subtotal		\$ 15,000.00																						
Outcome 5: Integration and Mainstreaming of the Human Security Approach																								
Output 5.1: Effectively coordinated and implemented project.																	Number of project effectively coordinated and implemented.	0	1		Final project implemented.			
Activity 5.1.1: Project implementation	UN Women, FAO, ILO	\$ 750,000.00															Number of project implemented. Number of project beneficiaries	0	1; 2,500 (farmers)		Final project with recommendations and lesson learned.			
Output 5.1 Subtotal		\$ 750,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF																	Number of project specific guidelines developed for MSDF.	0	1		Guideline for the MSDF,			
Activity 5.2.1: Formulation, review and endorsement (workshop) of the proposed guidelines	UN Women	\$ 10,000.00	X	X	X	X											Number of workshop beneficiaries benefitting from proposed guidelines. Percentage of beneficiaries, reporting on the usefulness of the guidelines.	0	25 (participants); 70%		Guideline developed, along with workshop participant list and evaluation forms.	Deferred to Q3 2021	This will be aligned with the new MSDF (UNSCDF) which is currently under development.	This is being planned for December 2021 if the new MSDF is endorsed by that time. At the outside it will be delayed until January 2022.
Output 5.2 Subtotal		\$ 10,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security																	Number of communications products developed. Percentage of country-level partners sensitized through advocacy campaign.	N/A	6;50%		Advocacy campaigns (printed, media and social media)			
Activity 5.3.1: Preparation and wide dissemination of short advocacy and 'How To' guide(s)	UN Women	\$ 27,500.00	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of short advocacy campaign tools developed and How To guide. Number of persons reached by advocacy campaign.	0	6 (advocacy campaign tools); 1 (guide); 25,000		Advocacy campaigns (printed, media and social media), advertised daily and How To guide (hardcopy).	Deferred to Q1 2021	Delayed implementation due to COVID-19 pandemic.	In process and will be completed November 2021
Output 5.3 Subtotal		\$ 27,500.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>		<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	<i>Notes</i>
Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies																	Percentage of beneficiaries benefitting from increased awareness rising.	N/A	60%		Workshops			
Activity 5.4.1: Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies.	UN Women	\$ 30,000.00	X	X	X	X											Number of workshops planned and conducted to raise awareness of decision-makers. Percentage of decision-makers reporting the usefulness of the workshops.	0	5;60%		Workshop participant list and evaluation forms.	Deferred to Year 2. Activity to be linked with Activity 5.5.1 to accelerate program implementation	Delayed implementation due to COVID-19 pandemic.	Toolkits prepared for Parliamentarians and decisions makers

Output 5.4 Subtotal			\$	30,000.00																OVI	Baseline	Target		MOV	Progress	Notes	Notes									
Output 5.5: Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment																				Percentage of beneficiaries benefitting from increased awareness raising.	N/A	60%		Workshops												
Activity 5.5.1: Awareness raising of decision-makers on the need for - and impact of -integrating Gender Equality and Human Security in structural adjustment programmes <i>Half-Day Regional Workshop with Ministry of Finance representatives (with HSU participation) - meeting facilities; travel of participants</i>	UN Women	\$	15,000.00	X	X	X	X													Number of workshops planned and conducted to rise awareness of decision-makers; Percentage of decision-makers reporting usefulness of workshops.	0	1; 60%		Workshop participant list and evaluation forms.	Deferred to Year 2. Activity to be linked with Activity 5.4.1 to accelerate program implementation	Delayed implementation due to the COVID-19 pandemic.	Activity to be linked with Activity 5.4.1 to accelerate program implementation and will be implemented in Q1 2022 upon the completion of Activity 3.7.2 and 3.7.3									
Output 5.5 Subtotal			\$	15,000.00																OVI	Baseline	Target		MOV	Progress	Notes	Notes									
Output 5.7: Effective UN-System wide steering and monitoring of the HSTF project, and lessons learned mainstreamed in the MCSDGF implementation.																				UN partners report effective coordination of the project.	0	70%		Meeting minutes												
Activity 5.7.1: Quarterly Steering Meeting and Production 'Lessons Learned' Action Points	UN Women	\$	-	X	X	X														Number of steering meeting and production lessons learned action points.	0	12		Meeting minutes including a list of attendees (implementing partners and UN Agencies).	Meetings held in April 2020; September 2020 (and December)	N/A	N/A									
Output 5.7 Subtotal			\$	-																OVI	Baseline	Target		MOV	Progress	Notes	Notes									
Output 5.8: High-level Project Launch																				High Level project launch.	0	1		Final project report, with lesson learned and forward looking Gender Equality and Human Security action planning.												
Activity 5.8.1: High-level project Launch, and a major end-of-project conference on lessons learned and forward-looking Gender Equality and Human Security action planning.	UN Women and FAO	\$	55,000.00	X																Number of participants attending project launch and conference. Number of persons who were reached by communications on the launch.	0	25;12,500		Launch report, conference participation list and communications penetration report.	Official High-level project launch was held virtually on October 20th, 2020 and hosted via UWIv.	Given the virtual nature of the launch and the cost savings, \$20,000 was used to advance the work of the Business Coaches under Activity 4.1.2	N/A									
Output 5.8 Subtotal			\$	55,000.00																																
Outcome 5 Subtotal			\$	887,500.00																																
Indirect Support Costs			\$	56,420.00																																
Funding from UNTFHS			\$	776,000.00																																
Funding from Other Sources			\$	791,500.00																																
Total Year 1 Funds			\$	1,653,920.00																																
Total Expenditure to date																																				

ANNEX I: COMMUNICATIONS STRATEGY PLAN

**COMMUNICATIONS STRATEGY FOR UNTFHS
PROGRAMME FOR THE CARIBBEAN**

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INTRODUCTION

This communications strategy for the UNTFHS Programme for the Caribbean comprises both internal and external approaches which are addressed in separate sections in this document. It seeks to enhance communication among the implementing agencies in relation to the project as well as between these agencies and the project stakeholders. It also seeks to raise awareness through communications and outreach activities about the value of the human security approach among stakeholders and to facilitate the UN Communicating as One on the project.

INTERNAL COMMUNICATIONS STRATEGY

SUMMARY

The internal communications strategy is aimed at enhancing communication among all the implementing agencies and ensuring that the RC's office and all the agencies are kept up to date on project activities. It uses a three-pronged approach based on ongoing updates, written reports, and quarterly meetings. It also covers communication between the Steering Committees in the five countries, their Focal Points, and the Project Coordinator.

GOALS

- To facilitate and enhance communication across the implementing UN agencies.
- To keep agencies informed about the project's progress towards results.
- To strengthen collaboration between the implementing agencies.
- That a coordinated UN project team will facilitate and enhance communication between the UNTFHS Project Coordinator, the Steering Committees in the five countries and their Focal Points.
- To facilitate the UN Delivering as One including Communicating as One on the project.
- To facilitate knowledge sharing on the Human Security approach.

TARGET AUDIENCE

- RC's office
- UN Participating Organizations (implementing agencies)

1. UPDATES AND INFORMATION ON PROJECT ACTIVITIES

Communication channels

- Telephone
- Email
- UN Joint Project Online Shared Space i.e. Share point, MS Teams, Signal

What

The agencies will share with each other regular updates on the project activities that they are responsible for, focusing on what has been completed, what is in progress, any challenges experienced, as well as opportunities for collaboration on activities in keeping with the outcomes of the joint programme.

Who

- Project Focal Point in each agency
- Interagency personnel

When

- As needed or as otherwise specified in the strategy.

Indicators

- Focal Points informed about project activities and progress of all agencies.

2. STATUS REPORT ON PROJECT IMPLEMENTATION

Communication channels

- Email

What

The agencies should email the Project Coordinator a comprehensive report that examines factors such as successes, challenges, constraints, adjustments that had to be made during

the period discussed and any recommendations for going forward. Focal Points will use the standard reporting format emphasizing progress towards the fulfilment of project results and in accordance with the template and guidance provided by the Project Coordinator (see Appendix 1).

Roles and responsibilities

Each agency's focal point will collate narrative and financial information per the template and submit to the Project Coordinator for review. The Project Coordinator will circulate the draft reports to the Head of the Lead Agency (UN Women) who will share them with the Heads of Agencies for review. They will then be sent back to UN Women and on to the Resident Coordinator's Office (RCO) for endorsement and then to the UN Trust Fund.

When

- Monthly
- Quarterly
- Annually
- *As needed

Indicators

- Reports submitted.
- Project Coordinator, RCO and agencies updated on project status.
- Increased knowledge about project by all agencies.
- Increased collaboration between agencies.

3. MEETINGS OF UN TECHNICAL STEERING COMMITTEE

Communication channels

- Meeting

Roles and responsibilities

- Members of UN Technical Steering Committee to attend
- Project Coordinator to Chair
- Identify minute taker

When

- Quarterly
- *As needed
- Minutes to be completed 1.5 weeks after meetings and shared with the Project Coordinator.
- The finalized minutes to be circulated to the other meeting attendees by 2 weeks after meetings.

Indicators

- Meetings held
- Minutes produced

4. COMMUNICATION BETWEEN THE PROJECT COORDINATOR, NATIONAL STEERING COMMITTEES AND FOCAL POINTS

Communication channels

- Telephone
- Email

Roles and responsibilities

Members of the UN Technical Steering Committee should copy the Project Coordinator when they are communicating with their national Focal Points on matters relating to the project.

When

- Ongoing

Indicators

- Project Coordinator copied on all communication between Technical Steering Committees and their Focal Points.

EXTERNAL COMMUNICATIONS STRATEGY

SUMMARY

The external communications strategy is aimed at enhancing communication between the implementing agencies and all project stakeholders as well increasing knowledge and understanding about the human security approach by stakeholders and the public. It comprises human interest stories and social media posts as well as hosting events, including seminars and interface with the media. UN agency Communications Focal Points should be integrally involved in the production, vetting and dissemination of content for social media and other communication products to be shared externally regarding the project.

GOALS

- To facilitate and enhance communication and engagement across implementing agencies, partners and project stakeholders.
- To increase collaboration among partners.
- To showcase the progress and outcomes of the project and enhance its visibility.
- To increase understanding of the human security approach to development.
- To create interest in the human security approach to development.
- To encourage participation and support from the range of stakeholders.
- To facilitate the UN Delivering as One including Communicating as One on the project.

TARGET AUDIENCE

- UN Sub-Regional Team for Barbados and the OECS (UNST).
- Human Security Unit.
- Project stakeholders—regional agencies; national ministries; national gender machineries; other government departments; private sector entities; development practitioners; civil society; community, farmers' and women's groups; general public
- The media.

1. HUMAN INTEREST STORIES

Communication channels

- Social media – Facebook, etc.
- Online – website updates, emails

- Communications products will also be amplified via the social media accounts managed by the implementing agencies. (See Appendix 2 for account name and/or handle and website address for each agency.)

Agency accounts should be tagged and posts and updates should also be made to all agency accounts.

Always tag the relevant HSU/UNTFHS account, use #humansecurity and/or #UNTFHS and actively engage with their accounts. See Appendix 3 for the Trust Fund's Outreach Guidelines.

What

The human interest stories should focus on the experiences of people engaging in and benefitting from the programme and include a variety of photos.

- For human interest stories, HSU recommends the following:
 - o Contextualise the story from a human security perspective.
 - o Share stories from different stakeholders.
 - o Share specific moments in time as well as transformation.
 - o Include multiple high-quality photographs with each story.

Roles and responsibilities

The responsibility for producing the human-interest stories will rotate among the implementing agencies on a quarterly basis (see below). However, the rate of implementation may determine the availability of stories.

The RC’s office and the Project Coordinator will vet the stories before they are disseminated. Approval will also be sought from the UNTFHS’s Focal Point. (Stories will be shared via the agencies’ and/or the UNTFHS’s communication channels.)

When

The timeline below is flexible and can be amended. However, we would like agencies to commit to the process.

- Quarterly (at least)
- Anytime there is newsworthy information worth sharing.

Human Interest Story Production								
Timelines	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Agency Responsible	UN Women	FAO	ILO	UNDP	UN Women	FAO	ILO	Input from all agencies

Indicators

- Quarterly/implementation-based human-interest stories shared.
- Increased participation in the project among the targeted stakeholders.

2. SOCIAL MEDIA POSTS

Communication channels

- Social media – Facebook, Instagram, etc.
- Online – website updates, emails

For social media posts, tag the relevant HSU/UNTFHS social media accounts (including #humansecurity and #UNTFHS).

- Video
- Audio
- Written – press release, short posts, including photos of activities being implemented.

- For videos, HSU recommends professionally produced videos, where possible but also short and informal videos shot on phones or cameras for posting on Twitter and Instagram.
- For photos, highlight people and show a variety of work and stakeholders; hire a professional where possible.

Roles and responsibilities

The implementing agencies, in collaboration with the Focal Points, Steering Committees, partners and community stakeholders in the 5 countries will be responsible for producing social media posts based on what is happening with the project.

The RC's office and the Project Coordinator will vet the posts before they are disseminated. Approval will also be sought from the UNTFHS's Focal Point. (Posts will be shared via the agencies' and/or the UNTFHS's communication channels.)

When

- Ongoing, based on what is happening in country

Indicators

- Ongoing social media posts.
- Increased communication and collaboration across implementing agencies, partners and project stakeholders.

3. EVENTS

Communication channels

- Zoom or another online meeting platform.
- Face-to-face.

What

- Project-related national and community events.
- Seminars.
- Media briefings/press conferences—to share best practices, lessons learned, project updates, the human security approach and its value, etc.

Inform HSU in advance of (preferably at least 3 months) events being organized by the programme.

Roles and responsibilities

The responsibility for organising events is a shared responsibility and should be in consultation with the RC's office and the Coordinator.

When

This will be determined based on the progress shared at status update meetings or as specific project milestone events occur.

Indicators

- Increased communication and collaboration across implementing agencies, partners and project stakeholders.
- Partners, stakeholders and public more informed about the project and the human security approach by media reports, social media likes/shares, attendance at and participation in events.
- Increased participation in the project among the targeted stakeholders.

GUIDELINES TO BE FOLLOWED WHEN UTILISING MEDIA (also see Appendix 3)

- Written consent should be obtained by way of signed consent forms, by people who are featured in photographs and videos prior to them being taken, and by beneficiaries sharing personal stories in interviews for publicity.
- Ensure that lighting is adequate and background noise is minimal when shooting videos.
- Include quotes from people featured in human interest stories, where possible.

APPENDIX 1: ANNUAL PROGRESS REPORT FORMAT

The following format and information should be included in the annual progress report:

Date of submission	dd/mm/yyyy (the date should be updated whenever the proposal is revised and resubmitted)
Benefiting country and location(s)	
Title of the programme	
Duration of programme	From dd/mm/yy to dd/mm/yy (xx months)
Lead UN organization	Give name, title and email address of the focal person in the lead UN organization, including a focal person on finance.
Implementing UN organization(s)	Give name, title and email address of the focal persons in each UN implementing organization.
Non-UN implementing partners	
Resident Coordinator(s) Resident Coordinator's Office (RCO) (For submissions from regional entities, offices of SRSGs or other similar entities, submissions can be from the highest ranking UN official)	Give name, title and email address of the focal persons in relevant RCO(s) and Regional Office(s)/HQs
Total programme budget including indirect support costs in US\$ (UNTFHS and other sources of funding)	
Amount requested from the UNTFHS in US\$ (no more than \$2million for operational programmes and no more than \$300,000 for outreach/advocacy programmes)	
Amount to be sourced from other donors in US\$ (please list each donor and the amount to be contributed)	
Reporting period	
Type of report	Specify first, second or third progress report or final report

Executive summary

A short narrative focusing on three main questions: (i) How far have the expected outputs been achieved, (ii) What is the impact of the programme so far, (iii) How was the human security approach use in the implementation of the programme and (iv) What progress has been made towards mainstreaming the human security approach in the work of the UN Country Team? The executive summary should not be more than 500 words and should be drafted as a stand-alone summary that could be posted on the UNTFHS website.

List of acronyms

1. Results

The Annual Progress Report should include:

- (a) A detailed description of progress made both (i) from baseline and (ii) during the reporting period (e.g. the 2nd progress report should aggregate results and beneficiaries from the start of the programme and provide a clear indication of what was achieved during the 2nd year of the programme).
- (b) A presentation of qualitative and quantitative results organized by joint/collective outcomes and not divided per implementing partner. It is important to indicate where and how integrated activities were undertaken, and the outcomes of these integrated efforts.
- (c) Please indicate the extent to which the programme is leading to longer-term outcomes, as outlined in the original proposal.
- (d) A table with all direct and indirect beneficiaries reached to date (disaggregated by gender, age, ethnicity, etc., and by function where relevant – e.g. community leader, government officials, etc.).
- (e) A completed [Workplan and Result Monitoring Template](#) that indicates progress made to date per activity and includes the budget expenditure per activity. It should cover all work under the proposed programme, i.e. those funded by the UNTFHS as well as those funded by other funding sources.

1. Added value of human security

- a) Please elaborate on the added value of the programme beyond the sum of its activities (i.e. progress towards your collective outcome(s) but also what was achieved as a result of the partnership that would not have happened if implementing partners had worked separately).
- b) Please also consider and respond to the following:
 - a. Why is human security the most appropriate approach to address the multidimensional challenges being addressed in the programme?
 - b. What has been the added value of using the human security approach, both as an analytical tool and a programmatic framework?
 - c. Please provide examples of how the operational principles have been applied through the programme. For example, how are the measures localized? Integrated? Ensuring that no one is left behind? Preventive in nature? Engaging and developing partnerships?
 - d. How is the programme supporting implementation of major global agendas and priorities including the 2030 Agenda for Sustainable Development, the Global Compact for Safe, Orderly and Regular Migration, the Global Compact of Refugees, the Sendai Framework for Disaster Risk Reduction, sustaining peace and the humanitarian-development-peace nexus, among others?

2. Challenges faced and lessons learned

- (a) Please outline key challenges faced during the reporting period and mitigation measures, including operational challenges, and particularly those related to the implementation of the human security approach. What was the impact on the people? Were there trade-offs during the implementation? What measures were taken to mitigate them?

	Challenges faced	Mitigation measures
1.		
2.		
3.		

- (b) Lessons learned during the reporting period

Describe lessons learned and recommendations using the template below. When identifying lessons learned, consider issues, such as:

- The benefit of the human security approach as well as strategies that support successful implementation of the approach.
- The value of multi-sectoral, integrated action through partnership.
- Innovations or good practices related to programme management and monitoring and evaluation.
- How to successfully form and sustain multi-stakeholder partnerships and inter-agency collaboration.
- Promoting national and local ownership and leadership.
- Engaging with vulnerable groups and ensuring that no one is left behind.
- Ensuring sustainability and laying the foundation for replication and scale-up.
- Other notable cross-cutting issues

	Lessons learned	Recommendations
1.		
2.		
3.		

- (c) Findings from evaluation

Summarize the findings of the evaluation, if conducted during the reporting period. Attach the ToR and the final evaluation report.

3. Mainstreaming, scale-up and replication

- Please indicate progress on the integration and mainstreaming of the human security approach. Progress should be reported against the action plan presented in section 5 of the programme proposal.
- What are the specific plans and/or activities to replicate (i.e. do the same programme in another location/district/region) and/or to scale-up (i.e. expand the programme

within the same region or nationally)? The programme should report on the actions taken to facilitate the replication of the programme and the human security approach by other sources of funding to other people within the same region, other regions of the country, or other countries faced with similar challenges, and the results of such actions.

4. Outreach materials and promotional activities

- a) Describe the progress made in raising the profile of the programme, the issues it seeks to address and the value of the human security approach to this end.
- b) Include/attach all relevant outreach materials:
 - Pamphlets and brochure
 - News Articles (pdf not hyperlinks)
 - Photos¹ and videos
 - Human interest stories

Photographs and videos should highlight the impact of the programme on people's lives, particularly at the local level. Photographs and videos might be featured on the [UN Trust Fund for Human Security website and social media](#), and might be included in other promotional materials considered by the HSU.

5. Financial status

The programme report should include the certified cumulative financial statements (from programme start date to progress reporting due date).

Note: The HSU will disburse funds based upon a certified cumulative financial statement attached to the annual narrative progress report indicating that 70% or more of the previous instalment has been spent and committed. Please refer to Annex 4.

¹ In an effort to further promote human security, organizations are requested to submit high-resolution photographs to the HSU with copyright information and free to use by the HSU without prior consent. Please make sure to include the name of the photographer, location and year in the photograph file name.

APPENDIX 2: AGENCIES AND FOCAL POINTS



UNTFHS Agencies
and Focal Points 2.x

APPENDIX 3: UNTFHS OUTREACH GUIDELINES

https://www.un.org/humansecurity/wp-content/uploads/2019/11/Final_UNTFHS-Outreach-Guidelines_May2019.pdf

NOTE: These guidelines include inputs provided by the Office of the UN Resident Coordinator (RC) for Barbados and the Eastern Caribbean in relation to the use of the UNST logo to reflect consistency across the joint programmes.

I. Introduction

Compelling, effective and coordinated communication is integral to carrying out the work of the United Nations. It helps raise awareness of the critical issues being tackled across the globe. It provides valuable information to decision-makers, stakeholders and community members. It creates understanding and empathy through sharing people's perspectives and experiences. It promotes positive individual behavior and social change towards more peaceful, inclusive, and prosperous societies.

As such, the United Nations Trust Fund for Human Security (UNTFHS) Guidelines require that all programmes include a component for dissemination, outreach, and communication, including on the added value of the human security approach, allowing up to 3% of the budget for such activities. This is meant to showcase the progress and outcomes of the programme, support achievement to key programme activities, broaden understanding of the value of the human security approach, generate greater engagement across stakeholders, and boost interest in human security and the UNTFHS.

II. What is expected from UNTFHS programmes?

Communication and outreach provide opportunities for creativity and innovation through capitalizing on the reach of new technologies and platforms as well as highlighting the diversity of people's perspectives and experiences. To maximize the power of communication to advance the goals and objectives of UNTFHS programmes, the Human Security Unit (HSU) will review proposals for the quality of the communications and outreach strategy. In addition, the HSU will monitor the development and dissemination of these materials throughout the programme period.

To this end, the HSU expects the following from UNTFHS programme teams:

- **At least once per quarter**, share compelling outreach and communications materials, including but not limited to videos, photos, human interest stories, press releases, bulletins and newsletters, infographics, lessons learned briefs, and social media posts.
- **Connect with HSU/UNTFHS social media accounts:** Please always tag the relevant HSU/UNTFHS account, use #humansecurity and/or #UNTFHS and actively engage with our accounts.

- **Inform the HSU of upcoming events in advance:** Please inform the HSU in advance of (preferably at least 3 months) launch, donor, community or other events that are being organized by the programme.
- **Ensure messaging is in line with the human security approach:** Human security advances comprehensive, people-centered, context-specific and prevention-oriented responses. Therefore, messaging on the programme should highlight the integrated nature of the programme and the value a holistic response brings in addressing complex challenges facing communities.

III. Are there any specifications for outreach & communication materials? (Please refer to Annex A for examples)

VIDEOS

Videos are powerful means of communication and can be used in a variety of ways. Therefore, the HSU encourages all programmes to produce and share videos.

Required Specifications	Tips	Remarks
Resolution of 1280 x 720 (or close to it)	DO: Professionally produce interviews	When possible, hire professionals to create and edit compelling videos.
A 4:3 or 16:9 aspect ratio	BUT ALSO, please send short and informal videos too!	Short videos shot horizontally on phones or cameras can also be shared as these can be used for Twitter and Instagram posts. Videos shot by beneficiaries showing their perspectives are also highly recommended.

Required Specifications	Tips	Remarks
Saved as AVI, MOV or MP4 files	DO: Use interviews and highlight action	Use interviews of beneficiaries sharing personal stories as well as government officials/ UN staff sharing thoughts on the value of the human security approach and the outcomes of the program. Highlight the “action” on the ground to showcase the programme and human security approach.
Shared in final and editable forms (<u>raw footage, split track without audio</u>)	DO: Include English subtitles and a written script	If there are any other languages spoken in the video, please include subtitles in English and share a written script, if possible.

PHOTOS

The HSU/UNTFHS uses programme photos on our website, in outreach and donor-facing materials, and showcases them at major events. Therefore, please **regularly share photos with the HSU** that capture programme activities and results.

Required Specifications	Tips	Remarks
Minimum of 720x1080 pixels at 180-300 pixels per inch (ppi)	DO: Highlight people	Highlight people in the images where possible. Images of people in ‘action’ are also preferable as this helps to show the dynamic nature of UNTFHS programmes.
JPEG or PNG format	DO: Show the variety of your work and stakeholders	Include images that highlight the variety of activities being implemented through UNTFHS programmes and the range of stakeholders involved.

Required Specifications	Tips	Remarks
Accompanied with the photographer/entity credit and a caption	DO: Provide professional photos	Please submit high-quality, high-resolution images and when possible, hire a professional.

SOCIAL MEDIA

Share your accounts with us and follow HSU/UNTFHS accounts:

- Twitter: @UNhumansecurity
- Facebook: @UNTFHS
- Instagram: @UNhumansecurity
- YouTube: United Nations Trust Fund for Human Security

Please **use hashtags**, including #humansecurity and #UNTFHS.

HUMAN INTEREST STORIES

Stories and experiences of local people engaged in and benefitting from the programme are powerful. **Please share these with the HSU as often as possible.**

Tips	Remarks
DO: Contextualize the story from a human security perspective	It is important that human interest stories provide background information on the context. In addition, please frame the story from the perspective of human security, highlighting how the principles of human security translate into concrete and tangible improvements in people's lives.

Tips	Remarks
DO: Share stories from different stakeholders	Stories can highlight perspectives of different stakeholders from community members, to community leaders, local and national government, civil society and others.
DO: Share moments in time and transformations	Stories can highlight specific moments in time throughout the programme as well as show the transformation that took place through the course of the programme.
DO: Include high quality photographs with each story	Share multiple photographs that capture the person, the context, the programme activities and the outcomes of the programme. Please share these separately per the photo specifications above.

OTHER MATERIALS

Please also produce and share bulletins, newsletters, press releases, infographics and any other materials that will advance the goals and objectives of the UNTFHS programmes.

Reach out to the Programme Management Officer if you have questions or wish to have examples beyond those in the annex.

IV. What are the UNTFHS and UNST branding elements that should be used?

Co-branding is needed for all materials produced with programme funds. Please include the **UNTFHS** and the **UNST** logos (shown below). The logos can be used in various colors as shared below:



United Nations Trust Fund for Human Security

RGB: 0 0 0



United Nations Trust Fund for Human Security

RGB: 0 173 239



United Nations Trust Fund for Human Security

RGB: 0 53 82



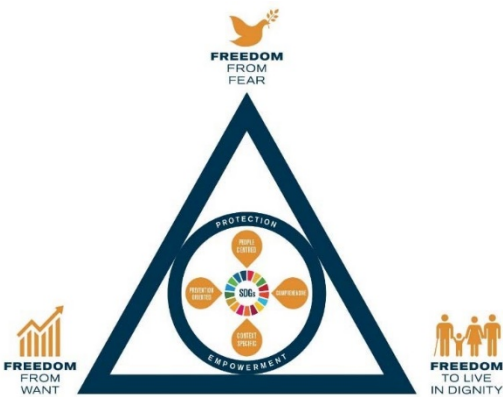
UNITED NATIONS
Barbados & the Eastern Caribbean
• Anguilla • Antigua and Barbuda • British Virgin Islands •
Commonwealth of Dominica • Grenada •
Montserrat • Saint Lucia • Saint Kitts and Nevis •
Saint Vincent and the Grenadines • OECS



UNITED NATIONS
Barbados & the Eastern Caribbean
• Anguilla • Antigua and Barbuda • British Virgin Islands •
Commonwealth of Dominica • Grenada •
Montserrat • Saint Lucia • Saint Kitts and Nevis •
Saint Vincent and the Grenadines • OECS

N.B. A white UNST logo is also available for use.

The human security concept can also be visualized and explained with the following graphic. It depicts the three freedoms as a triangle and within it the hybrid protection and empowerment approach. Set within this circle are the four human security principles.



ANNEX A: EXAMPLES

PHOTOS



VIDEOS

UNTFHS programme in Republic of Congo: <https://www.youtube.com/watch?v=XATzaXPma9g>

- Human Security Approach to Disaster Risk Reduction:
<https://www.youtube.com/watch?v=OL3INqbkTA>
- This is my batey: Stories of accomplishments through education:
<https://www.youtube.com/watch?v=0Bhk8DnyNCM>



HUMAN SECURITY IN ACTION

www.un.org/humansecurity



15 October 2018

Bringing Disaster Risk Reduction Strategies to Local Communities in Haiti

Déréal, Haiti - The town of Déréal in Northern Haiti is at risk of increasing social, economic and environmental insecurities due to recurring disaster losses, excessive deforestation, and poor land management. With support from the UN Trust Fund for Human Security (UNTFHS), the programme employs a comprehensive and people-centred approach to assess the interlinkages between these and other human insecurities.

Based on an integrated response by UNDP, UNESCO, and UN Women, the programme is empowering local communities to prepare and respond to disasters in partnership with Haitian authorities. Activities include training workshops for women-headed households and civil society, engaging youth volunteers and schools to design and implement community disaster risk reduction plans, and enhancing the capacities of national authorities to coordinate across sectors and devise gender-sensitive plans that leave no one behind.

Clérilia Michel and her six children are residents of Déréal and lost most of their possessions during hurricane Irma. Through the UNTFHS programme, Clérilia actively works to support the construction of gabions to prevent landslides. These mitigation efforts fortify the safety of her community, which is dependent on agriculture and animal husbandry. It also highlights the role of individuals in addressing the interlinked multi-dimensional impacts of natural disasters.

Clérilia is also delighted with the contributions of the programme on her life and her community. "The programme immediately allowed us to earn money to meet some of our basic needs. We received assistance in cultivating gardens and implementing soil protection and conservation measures to reduce our risk to flooding and landslides." Clérilia firmly believes in her ability to contribute in the fight against environmental degradation and climate change. "It's my

duty to work to look after us. My gender nor my age can be an obstacle," she adds.

This programme presents the first effort in Haiti to tackle the root causes of insecurities related to natural disasters through the human security approach. It provides technical support to Government stakeholders to improve and localize disaster reduction plans and reinforce protection mechanisms. At the same time, it works with local women's organizations, youth, and volunteers like Clérilia to allow her and fellow Haitians to effectively prepare for recurring natural disasters, and build long-term resilience to safeguard their development gains.



Clérilia Michel is one of 30,000 beneficiaries that were empowered by the UNTFHS programme through the implementation of local disaster risk reduction plans. (Credit: UNDP)

OTHER MATERIALS



UN JOINT PROGRAMME

Building the resilience of communities affected by the Aral Sea disaster through the Multi-Partner Human Security Fund for the Aral Sea



The Aral Sea's drying up has caused a whole range of socio-economic and environmental consequences, including land degradation, a loss of biodiversity, climate change, and health deterioration among the region's population. Capitalizing on the successes and lessons learned from the previous UN Joint Programme on Sustaining Livelihoods Affected by the Aral Sea Disaster, a new phase was launched. Programme with joint efforts of four UN Agencies in Uzbekistan (UNDP, UNESCO, UNFPA and UNV) aims to mitigate inter-connected risks to human security as well as facilitate sustainable financial support through the establishment of a Multi-Partner Human Security Fund for the Aral Sea. The Programme objectives is in line with the Government priorities as defined in the State Programme on development of the Aral Sea region for 2017-2021. It also articulates the focus of four UN Agencies regarding the implementation of SDGs in line with national SDGs priorities. The Human Security concept implies establishing adequate governance systems and sound policies, as well as enhancing economic opportunity, education, health care and environmental security.

Programme Duration:
September 2016 - May 2019




Programme Location:
Tashkent city, Uzbekistan;
Karakalpakstan

Total Budget: \$ 4,774,000
\$ 2,000,000 – UNTFHS
\$ 900,000 – UN agencies
\$ 500,000 – Gov't of Uzbekistan
\$ 1,254,000 – parallel funding
(UNDP & Adaptation Fund)
\$ 120,000 – Swiss Development
and Cooperation (SDC)

National partners: Cabinet of Ministers of the R.U., Council of Ministers of the R.K., Ministry of Economy of the R.U., Ministry of Health of the R.U., Ministry of Finance of the R.U., Ministry of Health of the R.K., The International Fund for Saving the Aral Sea, Charity Fund for Aral Gene Pool Protection, Local NGOs and Community-based Organizations in the target districts.




PROGRAMME OBJECTIVES

Address the human security needs of populations affected by the Aral Sea disaster at the local and national levels:

-  Expand employment and improve income generation of rural communities through innovative projects to promote economic, environmental and social security as well as development of the sustainable tourism;
-  Improve local ownership through implementation of community development plans, including access to basic social services, such as drinking water, electricity and renewable energy;
-  Enhance the capacity of the healthcare providers to deliver quality services on family planning, mother and child health, and antenatal care as well as awareness raising of local population to prevent different diseases.



Establish a well-coordinated financial mechanism as a way to promote and mainstream the human security approach in the region:

-  Integrate Human Security concept at the national level in formulation of socio-economic policy, development and strategy planning of the Government;
-  Provide support to national and regional authorities to design policy and strategy in human security and identify the multi-dimensional human security risks and their consequences for communities affected by the Aral Sea disaster;
-  Establish a Multi-Partner Human Security Fund for the Aral Sea region.

CURRENT ACHIEVEMENTS

- The needs assessment aimed at conducting in-depth analysis of the root-causes of different human insecurities in the region was completed which will be used to develop the evidence-based regional strategy to promote effective mobilization of technical and financial resources to the Aral Sea region;
- The visit of representatives of the multi and bilateral donor organizations to Karakalpakstan conducted to foster joint efforts in establishing MPHSTF;
- International conference on development of sustainable tourism in Uzbekistan (the case of Karakalpakstan) was held in Nukus city;
- Interagency Working Groups comprised by the specialists of the relevant ministries and agencies endorsed by the Cabinet of Ministers to intensive the work on the establishment of the MPHSTF;
- Resource Mobilization: \$120,000 mobilized from the SDC, and \$100,000 from the "Coca-Cola" Foundation to promote effective and rational use of irrigation water resources as well as provide access to drinking water for the rural communities;
- By mobilizing communities, social infrastructure project on electrification completed, projects on school building construction and 2 water supply projects are in process (overall number of expected beneficiaries is 24,900). 6 projects have been funded to create 20 job places in the areas of food processing and service delivery;
- 48 government authorities enhanced their skills on HS concept, regional development strategy, budget management and gender mainstreaming;
- 690 rural women were trained on CEDAW, reproductive health and entrepreneurship. 170 healthcare providers trained on quality family planning services and antenatal care;
- 50 ha demo plot on sand stabilization, 30 ha on pasture territories created (AF-parallel funding).

FUTURE INTERVENTIONS

-  Formulate the Development Strategy for the Aral Sea region to be used as a Programmatic Framework for the Multi-partner Human Security Trust Fund for the Aral Sea Region;
-  Enhance the partnership with the development partners aimed at restoring the ecological balance and socio-economic development of the Aral Sea region, through cooperation in establishing the MPHSTF and implementation of the practical joint projects;
-  Establish a Multi-Partner Human Security Fund for the Aral Sea region that would provide social and economic development, preserve ecological balance, and recover the flora and fauna in the region.



Hurshid Rustamov
 Head of Sustainable Development Cluster
 UNDP CO in Uzbekistan
 41/3, Mirobadskaya Str., Tashkent, 100029, Uzbekistan
 hurshid.rustamov@undp.org
 Tel: +998 71 120-34-53
 www.uz.undp.org

Bakhadur Paluaniyazov
 Programme Manager
 UN Joint Programme office in Karakalpakstan
 56, Emazar Alakoz Str., Nukus, 230105, Karakalpakstan
 bakhadur.paluaniyazov@undp.org
 Tel: +998 61224-13-81
 www.facebook.com/UNAralSeaProgramme

APPLYING THE HUMAN SECURITY CONCEPT TO STABILIZE COMMUNITIES IN CANTON 10



CONTEXT

Canton 10 is the most underdeveloped region in BiH. The population includes **12,137** returnees and **1,450** displaced persons, who continue to face different challenges and hardships in the process of reintegration, primarily in the context of economic and social security. A consequence of the long-standing political, economic and social cleavages in Canton 10 is that this region was included in only a few national and international assistance programs, irrespective of the needs on the ground.



In order to contribute to improvement of living conditions, reduction of inequalities and enabling of sustainable development in Cantonu 10, the United Nations (UN) agencies initiated a Joint UN project called "Applying the Human Security Concept to Stabilize Communities in Canton 10". The project focused on returnees and displaced persons, and also other socially vulnerable population groups.

ABOUT THE PROJECT

- The project lasted for **3 YEARS** (September 2013 - December 2016)
- With the budget of **2,5 million USD** provided by the UN Trust Fund for Human Security (UN TFHS).
- Implemented jointly by 4 UN agencies: **UNDP, UNHCR, UNICEF and IOM**

The project was based on partnerships with local municipal and cantonal authorities, aimed at ensuring local participation and support as well as long-term sustainability of the project results.

GOALS

Project aimed to contribute to solutions of social and economic inequalities and other problems faced by marginalized population, as well as enhancement of capacities of local authorities to provide improved quality services. Project activities were meant to contribute to enhanced perception of community, solidarity and equality, aiming to reduce insecurities in local community.

PARTNERS

- Government of Canton 10
- Municipalities of Canton 10
- Red Cross FBiH
- Health centers
- Municipal social welfare centers
- Civil society organizations

Project worked on improvement of public services in several domains:

- Enhancing capacities of local authorities through trainings, strategic planning processes and other models of close collaboration
- Developing integrated services in communities (security, social protection, health care, early childhood development)
- Promoting peace and prevention of violence in schools and communities
- Sustainable economic development, employment and income generation

WHAT DID WE DO?

- Project included broad range of activities, such as:
- Distribution of equipment and materials for development of agriculture, cattle breeding and small businesses
 - Enabling access to communal services
 - Providing free legal aid to socially vulnerable groups
 - Red Cross mobile services, aid and care for elderly, disabled and children
 - Early Childhood Development services, prevention of violence in schools, preschool education
 - Various trainings for local authorities and civil society

SUSTAINABILITY OF RESULTS



The project supported establishment and capacity building of key institutions and support mechanisms for local development:

- Agricultural/Food-processing curriculum in Secondary vocational school in Livno
- Food and Veterinary Institute
- Cantonal Development Agency
- Technical capacities of Employment Breau
- Law on Free Legal Aid
- Inclusive kindergarten
- Early Childhood Development Centers



In collaboration with municipal development teams, the project facilitated preparation and adoption of integrated strategies of local development.



Implemented activities and empowerment of capacities of local authorities enabled linking of local communities with new projects and potential donors.

WHAT WE ACHIEVED?



- **10,654** persons in **3,030** households gained access to clean water
- **385** households of **1,487** persons increased their average monthly income by about **50%**
- **1,413** queries by **671** beneficiaries were answered through free legal aid with **1,051** legal actions taken
- Red Cross mobile teams provided **5,500** various services of aid and care to over **5,000** beneficiaries from **1,623** households
- More than **3,000** children benefited from services of the Early Childhood Development program

AND THESE ARE JUST SOME OF THE RESULTS...

Implemented project activities also represent a substantial contribution toward achievement of global goals that make the Program of sustainable development by 2030, adopted by Member States of the United Nations.



Project "Applying the Human Security Concept to Stabilize Communities in Canton 10" was supported by the UN Trust Fund for Human Security (UN TFHS), and implemented by UNDP, UNHCR, UNICEF | IOM, in partnership with the Government and the municipalities of Canton 10, Red Cross, municipal centers for social welfare, and local civil society organizations. Project duration: September 2013 – December 2016. Budget: about 2.5 million USD.



ANNEX J: HUMAN INTEREST STORY
“ENHANCING THE NEGOTIATION SKILLS OF RURAL
WOMEN FARMERS IN SAINT LUCIA”

UN Trust Fund for Human Security

Human Interest Story: Enhancing the Negotiation Skills of Rural Women Farmers in Saint Lucia

“COVID-19 brought about virtual change and we were not ready...the training helped us to make the change.” ~Training Participant.

In the wake of the COVID-19 pandemic and its pervasive socio-economic impacts, women across the Caribbean have had to find innovative ways to continue to generate income to provide for themselves, their families, and their communities.

Thanks to a United Nations Trust Fund for Human Security (UNTFHS) supported training programme, entitled: “Strengthening Price and Contract Negotiation Capacity”, twenty-five women farmers and small business owners in Saint Lucia are now better equipped to improve their product marketing and strengthen their price and contract negotiations.

The 10-week online training exposed participants to the use of Zoom technology, and covered various topics including: *Understanding Yourself, Business Mapping, Pricing and Marketing, Value Chain and Value Addition and Contract Review and Negotiations.*



Some of the farmers and small business entrepreneurs who participated in the training. (Credit: St. Lucia Network of Rural Women Producers)

It was led by Akosua Edwards, a Business Coach from Trinidad and Tobago, and targeted individual entrepreneurs as well as members of the Saint Lucia Network of Rural Women Producers in the Babonneau, Micoud and Anse Kawet Clusters.

The training was facilitated through the UNTFHS programme entitled: **“Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector”**.

The UNTFHS programme applies a comprehensive, integrated, human security approach to ensure greener growth, employment opportunities, food security, and the overall wellbeing of families, while ensuring the most vulnerable are not left behind. In this regard, gender equality and women’s economic empowerment are positioned as critical components to enhancing resilience in agriculture for Caribbean economies.

Participants welcomed the training that allowed them to be better informed, thus more self-confident, and ultimately better equipped to negotiate for better prices.

Robin Darrel, President of the Saint Lucia Network of Rural Women Producers, manufactures twelve flavours of rum fudges. She described the training as “excellent and too short” and credited the trainer for showing them how to calculate pricing.

“She really taught us how to do our marketing, how to package our products better; how to sell our products and the women were very happy for that. She even focused on how to express

yourself, say who you are...how to explain your business...We wish we could have her again...to do another workshop with us.”



Robin Darrel and her rum-flavoured fudges. (Credit: St. Lucia Network of Rural Women Producers [SLNRWP] Photo)

For many participants, it was their first time using the Zoom platform and some expressed fear at the beginning of the training. Now only a few weeks later, their Network is hosting online meetings and workshops as a result of the knowledge members attained.

Given that market access was interrupted or halted due to curfews and physical distancing measures to limit the spread of COVID-19, the female entrepreneurs are grateful that the sessions exposed them to new approaches to marketing, particularly online marketing, within the pandemic environment. “Ms. Edwards encouraged us to put our products online, to have an online market. For example, for me and my fudges, I’m putting it online - all my flavours - and every week there’s a special,” Ms. Darrel explained.

To date, many women are receiving more orders as a result of their online visibility, which includes posting pictures and short product write-ups on Instagram and Facebook.

They also benefitted from an on-line Graduation ceremony, aimed at making them feel more accomplished and appreciated.

The UNTFHS Joint programme is built on the premise that there can be no improvement in human security in the Caribbean without addressing the issue of ‘lost opportunities’ and ‘foregone achievement’ that result from deep gender inequality and insufficient progress in the economic empowerment of women and marginalized youth. It therefore focuses on informing and applying policies, innovative tools, and community-based initiatives, to strengthen the human security of farmers and small agro and fisheries entrepreneurs, and at the same time protect the overall food, nutritional and environmental security of our small island states.

The initiative, which is part of the global UN Reform, and efforts by the UN Development System to deliver as one for greater impact, is being led by UN Women and the Food and Agriculture Organisation (FAO) as technical leads, along with the International Labour Organisation (ILO) and the United Nations Development Programme (UNDP).

ANNEX K: FAO RESOURCES IMPLEMENTATION UPDATE

UNJP/SLC/021/UNO - Building Effective Resilience for Human Security in the Caribbean Countries - The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector project

Resources Mobilization Report

Background

The project aims, through a combination of policy reform advocacy, technical support, and services to contribute to human security for farmers and small agro-and fisheries business entrepreneurs, many of whom are women. Three categories of beneficiaries will benefit from the project’s activities through direct households and community support in Antigua & Barbuda, Barbados, Dominica, Grenada and Saint Lucia for a duration of 3-years. Small grant support will be offered for livelihoods development and will target approximately 2,500 farmers, fisherfolks and small-business entrepreneurs with at least 50% women and 25% under 40 years, reaching 12,500 people. Pilot and demonstration activities in areas of disaster preparedness and mitigation, climate change adaptation and value chain development will be implemented in 50 community groups, reaching 30,000 people. Through the policy reform and institutional strengthening contribution of the project, it will impact farming, fishing and agriculture fisheries sectors related small-business activities throughout the 14 CARICOM countries, positively impacting their livelihoods. Associated ministries and the National Gender Machineries and Focal Points will also become beneficiaries.

Successes from the project will provide major impetus for a broader recognition of the priorities of gender equality and women empowerment for enhanced resilience, stronger economic growth, a more inclusive society and strengthened human security.

The following table presents resources mobilized to support the implementation of activities along prioritized value chains.

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
Building Effective Agriculture Resilience through Gender Equality and Women Empowerment in the Caribbean (TCPF/SLC/3705)	Resources mobilized for large-scale project implementation in building resilience with a particular focus on gender	Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Lucia	Output 5 Project coordination Resources mobilization	99,000 FAO Technical Cooperation Programme - Facility	2019 – 2020	99,000	Completed.

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
	<p>equality and women empowerment</p> <p>Project coordination to implement actions were undertaken</p>						
Empowering women in food systems and strengthening the local capacities and resilience of Small Island Developing States (SIDS) in the agrifood sector (FMM/GLO/145/MUL)	<p>Women's participation and benefits from the development of selected value chains is enhanced through improved access to resources, innovative and climate-resilient services, technologies and practices</p> <p>(Barbados – honey and sweet potato; St. Lucia – honey and seamoss)</p>	Barbados and St. Lucia	Output 1 Output 3 Output 4	250,000 FAO Flexible Multi-Partner Mechanism (FMM)	2020 – 2021	130,000	Gender-sensitive Climate resilient value chain analyses are ongoing. To be completed in 2021. Capacity building in beekeeping and food safety to be completed in 2021.
Enhancing production of and access to nutrition dense food through social	Small holder producers and their families have access to income	Grenada	Output 1 Output 3	95,000 FAO Flexible Multi-Partner Mechanism (FMM)	2020 – 2021	40,000	Supply and demand assessment are ongoing

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
protection programmes (FMM/GLO/128/MUL)	<p>generating opportunities and better nutrition, based on sustainable production of diversified and healthy food and access to gender and nutrition-sensitive social protection</p> <p>(Value chains targeted – 1 staple, 1 fruit; 1 vegetable; 1 protein) NB – Grenada will confirm the commodity VCs in January 2021</p>						Capacity building session in Home grown school feeding programme completed Awareness building sessions completed in Agroecology.
Rebuilding the resilience of agriculture sector and livelihoods of Barbudans affected by Hurricane Irma (TCP/ANT/3701)	Preparation and implementation of a portfolio of projects that utilizes the loan funds allocated for the rebuilding the Agriculture Sector of Barbuda	Antigua and Barbuda	Output 3 Output 4	45,000 FAO Technical Cooperation Programme - Facility	2019 – 2021	48,000	Rapid value chain analysis completed for 2 commodities. Capacity building sessions in beekeeping practices, business startup and

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
	(Logwood honey, Antigua Black Pineapple)						food safety for beekeepers completed.
Technical Assistance to support UK Market Penetration for Saint Lucian Agricultural Products (TCP/STL/3702)	Enhanced UK market access for selected branded St. Lucian agro-processed products (seamoss, cocoa, honey, root and tubers)	St. Lucia	Output 1 Output 3	99,000 FAO Technical Cooperation Programme - Facility	2019 – 2021	50,000	Capacity building sessions are ongoing. External trade mission is underway.
International Consultant – Vegetable Production Specialist (Protected Agriculture) (TCP/SLC/3803)	The adoption and scaling-up of innovative protected cultivation systems to enhance efficient and sustainable value chains for safe and nutritious vegetable products optimized for profit and business opportunities	Antigua and Barbuda, Barbados, Grenada	Output 1	375,000 FAO Technical Cooperation Programme – Development	2020 - 2023	37,000	Launch of project and awareness raising of protected structures completed. Assessment of existing protected structures completed. Capacity building sessions in management of protected structures have started.

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
Farmers' Organizations for Africa, Caribbean and Pacific Countries program in the Caribbean region (GCP/RLA/230/IFA)	<p>The overall goal of this Project is to increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project</p> <p>(St. Lucia - seamoss, honey, cocoa, roots and tubers; Grenada – to be confirmed)</p>	St. Lucia and Grenada	Output 4	200,000 International Fund for Agriculture Development (IFAD)	2021	35,000	Assessment of farmer organizations has started. Value chain assessments of 3 commodities completed in St. Lucia.
<p>Testing of FAO Tool for Agroecology Performance Evaluations (TAPE)</p> <p>Letter of Agreement with the Caribbean Agriculture Research and Development Institute (CARDI)</p>	Evidence-based decisions in the planning and management of the agriculture sector and natural resources to support the transition to sustainable agriculture sector production systems through monitoring statistics, assessments	Dominica	Output 1	20,000 FAO Technical Cooperation Programme - Development	2020 only	20,000	Completed

Project title	Outcome & Value Chains	Beneficiary country (ies)	Contribution to the UN Joint Programme Outputs (UNTFHS)	Funding total (USD) (source of funds)	Duration	Deliverable (Sept 2021)	Comments
Support to resilience building in the productive sectors of Caribbean SIDS through the introduction of Solar Technologies Two Letter of Agreement with the Caribbean Agriculture Research and Development Institute (CARDI)	Technical and technological support for resilience building (Sweet potato)	Grenada	Output 3	119,740 FAO Technical Cooperation Programme - Development	2020 only	95,000	Completed. Capacity building in sweet potato flour production, sweet potato production and postharvest management of sweet potato completed. Recipe booklet using composite flours completed.
TOTAL FUNDING				1,302,740 USD		579,000	

Note; the beneficiaries from the above projects are integrated into the delivery of activities supported under the UNTFHS project.