



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

### **Promoting CARICOM/CARIFORUM Food Security: Phase II”- GTFS/RLA/141/ITA**

#### *Evaluation Report*

January 2012  
Final

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

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## Foreword

This report presents the views of the Evaluation Team on the performance and achievements of the project “Promoting CARICOM/CARIFORUM Food Security: Phase II” (GTFS/RLA/141/ITA).

This final evaluation was initiated with a view to providing the participating governments, the CARICOM Secretariat, key project stakeholders, the donor and FAO with an independent and objective assessment of the performance of the project. The evaluation took place from 30 July 2011 to 19 August 2011; apart from the project headquarters in Trinidad & Tobago, project locations and stakeholders in three countries (Barbados, Dominica, Jamaica, and St Lucia) were visited. The Evaluation Team also had chance to interact with participants at the Lessons Learnt and Future Outlook Roundtable held from 3 – 5 August 2011 in Port of Spain, Trinidad and Tobago.

The report’s Executive Summary represents the mission’s main views regarding the project; the main body of the report gives additional information on the project and highlights particular features. The annexes provide information on the MTR background (such as itinerary and list of people met), data on some administrative/operational aspects of the project, and statistics on some project outputs.

## Acknowledgements

The Evaluation Team is most appreciative of the support provided by the Project Coordinator and his staff, the FAO Sub-Regional Representative and her staff, the FAO Representatives and their staff met, and the government officials, farmer association representatives and key informants met in the countries visited. All people interviewed provided information and discussed issues in a frank and constructive manner. Last, but not least, thanks are due to the farmers themselves who always provided the team with a warm welcome.

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## Acronyms

AAACP	All ACP Agricultural Commodities Programme (EC funded)
ALCSH	America Latina y Caribe Sin Hambre
BADMC	Barbados Agricultural Development and marketing Corporation
BAS	Barbados Agricultural Society
BVFC	BelleVue Farmers' Cooperative
CABA	Caribbean Agribusiness Association
CAFAN	Caribbean Farmers' Network
CARAPN	Caribbean Regional Agricultural Policy Network
CARDI	Caribbean Agriculture Research and Development Institute
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of the African Caribbean and Pacific States
CARIRI	Caribbean Industrial Research Institute
CARISEC	CARICOM Secretariat
CDE	Centre for the Development of Enterprise
CEDA	Caribbean Export Development Agency
CFNI	Caribbean Food and Nutrition Institute
CISP	Comitato Internazionale per lo Sviluppo dei Popoli
COHSOD	Council for Human and Social Development
COTED	Council for Trade and Economic Development
CWA	Caribbean Week of Agriculture
ECLAC	Economic Commission for Latin America and the Caribbean
ECTAD	Eastern Caribbean Trading Agriculture and Development Organization
FAO	Food and Agriculture Organization of the United Nations
FPMIS	Field Programme Management Information System
GABA	Guyana Agri Business Association
GTFS	Global Trust Fund for Food Security and Food Safety
IICA	Inter American Institute for Cooperation on Agriculture
JAPA	Jamaica Agro Processors Association
JAS	Jamaica Agricultural Society
JEA	Jamaica Export Agency
LOA	Letter of Agreement
MNIB	Marketing and National Import Board, Grenada
NAMDEVCO	National Agricultural Marketing and Development Cooperation
NDFD	National Development Foundation of Dominica
NIPPA	Nature Island Pineapple Producers Association
OECS	Organization of Eastern Caribbean States
OED	FAO Office of Evaluation
PC	Programme Committee
RADA	Rural Agricultural Development Authority
RFNSAP	RFNS Action Plan
RFNSP	Regional Food and Nutrition Security Policy
SEDU	Small Enterprise Development Unit (St Lucia)
ToC	Table of Contents
TE	Terminal Evaluation
TTABA	Trinidad and Tobago Agribusiness Association
TWG	Technical Working Group (RFSNP)
UK	United Kingdom
US	United States of America
UWI	University of the West Indies
VCCC	Value Chain Coordinating Committee
WINFRA	Windward Island Farmers' Association



## **Executive Summary**

### ***The evaluation***

ES1. In May 2003, the Government of Italy started financing the first phase of the project “Promoting CARICOM/CARIFORUM Food Security” (GTFS/RLA/141/ITA). The project was set up as a regional programme which sought to promote the sustainable attainment of food security through improvements in the policy environment and identification of better trade and market opportunities. In accordance with the recommendations of a Tripartite Project Review of the programme’s first phase in June 2006, the Government of Italy agreed to finance a second phase with an original budget of US\$ 4,974,136 (later revised to US\$ 8,900,900).

ES2. The Terminal Evaluation (TE) of the project was stipulated in the project document; preparations for the mission started in spring 2011. (The originally envisaged mission composition underwent a last-minute change due to contractual problems with identified candidate; IICA provided a solution through a staff loan agreement.) The TE was to provide the participating countries, FAO and the donor with an independent and objective assessment of the relevance, effectiveness and actual and potential impact of the project.

ES3. The evaluation assessed the project by using internationally accepted evaluation criteria, and used the following methods: document analysis; group and individual meetings with beneficiaries, stakeholders and key informants; brainstorming sessions with stakeholders. The field visits were useful to give the mission a first-hand impression of the general situation in the pilot sites and of project beneficiaries’ as well as of stakeholders’ views regarding the projects. However, the short duration and limited coverage of the field visits did not allow for an in-depth assessment of the project’s achievements and effects; a questionnaire was circulated to a large number of stakeholders and key informants to compensate for this lack of direct information.

### ***The development context***

ES4. Food and nutrition security outcomes have been on the agenda of CARIFORUM countries (a grouping of 15 states in the Caribbean Region associated with the European Union (EU) under the ACP umbrella) since the early 2000s, when CARIFORUM requested FAO to assist in the preparation of a Regional Food Security project. Food and nutrition security in the CARIFORUM region is affected by a number of factors, inter alia, a) low productivity and production, b) declines in earnings from traditional crops, c) inadequate agricultural production and trade policies, d) very high dependence on imported food, e) pockets of poverty in many countries, f) growing incidence of food-related diseases such as obesity, hypertension, cancer and diabetes.

ES5. Italy has provided funding for the Regional initiative in this area since 2003; the second phase started in 2008 and aimed to i) Strengthen the capacity of CARICOM/CARIFORUM countries to support regional efforts to formulate, implement and monitor regional policies related to food security, including in the areas of agriculture and trade; and ii) Support the establishment of effective institutional mechanisms at regional and national level for increasing the overall value and quality of food products produced, traded and consumed by expanding non-traditional agricultural production, enhancing trade of fresh and processed products through developing enterprises and promoting investments.



ES6. In the Food Security policy sphere, the project has been instrumental in supporting the formulation of a Regional Food and Nutrition Security Policy (RFNSP) and subsequently the RFNS Action Plan (RFNSAP), establishing partnerships with Caribbean analytical organizations, producing several policy briefs and studies and pioneering the setting-up of a Technical Working Group (TWG) (based on stakeholder consultations) which guided the formulation of the RFNSP and RFNSAP validation, and which is being strengthened as a model for further policy initiatives.

ES7. Concerning the Value Chain<sup>1</sup> component, the project supported analytical studies, workshops, training seminars and study tours, and collaborated with five national value chains with a view to upgrading and expanding their operations. This included work on value chain governance and coordination, formation and/or strengthening of farmer groups, the development of business models and plans as well as supporting market intelligence.

### **Relevance**

ES8. With its food and nutrition security aims, the project responded to regional priorities by strengthening public sector functions regarding food security as well as fostering private sector involvement through supporting commodity value chains and strengthening farmer-based organizations. The project's focus is also at the core of FAO's mandate of improving food and nutrition security.

ES9. FAO has a comparative advantage within the region, due to its network of representations and collaborators, its long-standing relationships and the ability to tap expertise residing in other projects and at FAO HQ.

ES10. The project's relevance, however, is tilted more towards value chain work than towards food and nutrition security: the majority of its outputs as well as expenditure go in that direction, and the link between higher-level food and nutrition security policy work and the market and production-oriented value chain work has not always been evident<sup>2</sup>.

### **Effectiveness**

ES11. The project was effective in fostering an interactive, stakeholder-driven policy process that culminated in the formulation of a of a Regional Food and Nutrition Security Policy (RFNSP) and subsequently the RFNS Action Plan (RFNSAP) that was accepted by COTED and stands to be translated into action through national food security policies and action plans. The RFNSP approach to policy formulation was widely heralded as an effective, innovative model for developing regional policy, and the TWG model of policy formulation is likely to be expanded.

ES12. In its value chain component, the project provided support to value chain analysis at country level, supported the establishment of value chain coordination committees, organized capacity building activities (workshops, seminars, study tours), provided networking support and improved exchange of information and experiences.

ES13. While the project achieved many tangible results, the limited duration of the second phase did not allow for the full development of value chains (involving all actors) and the

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<sup>1</sup> The term 'value chain' was used relatively flexibly in the project document, when the existing situation in countries represented 'commodity food chains' rather than true 'value chains'. The project intention can actually be said as aiming to transform commodity food chains into more coordinated value chains.

<sup>2</sup> The project approach for Phase 2 was described as promoting market led approach, applying value chain principles and working on "food security through the commercialisation of agriculture".

implementation of robust business models: several value chains supported by the project are in relatively early stages of development, they do not involve all relevant actors, and their business models are not yet robust. The policy work found wide acceptance at regional, but the crucial test will come when the principles and priorities of the RFSNP have to be translated into national policies and action plans<sup>3</sup>.

### **Efficiency**

ES14. Overall, the project activities were managed in an efficient and timely manner, due largely to the presence of a committed, dedicated and action-orientated team. However, the project had to struggle initially with the existence of two project offices in Guyana (CARICOM Secretariat, policy component) and T&T (value chain work, project coordination)<sup>4</sup>, and the Budget Holder being located in FAO's Sub-Regional Office in Barbados. This created problems of direction, and synergy between the two project components suffered.

ES15. There were reported occurrences that indicated some degree of unfamiliarity of Project Unit staff with FAO rules and regulations, and this subsequently impacted negatively on implementation of actions - including the procurement/delivery of goods and services. However before the conclusion of the project, this deficiency was corrected with the major procurement actions and LoAs effected<sup>5</sup>. Some value chain actors felt that communication with the project was too indirect and response times were sometimes overly long: this refers in particular to the commissioning of consultancies and the formulation of LoAs.

ES16. In the policy component, changes in staff composition meant that the preparation of food and nutrition security policy brief series was delayed and thus missed the opportunity for linking analytical results to the early RFSNP policy process; this was rectified through the hiring of consultants and partnerships with relevant institutions<sup>6</sup>.

ES17. In the VC component, late recruitment of staff caused a delayed start of many activities, which translated into delays particularly in the VC work in the five countries for which specific value chain upgrading strategies were being prepared<sup>7</sup>. The project mostly managed to address this situation through adaptations in the workplan (and even added some additional activities by tapping external funding); in some instances however, the distance between the value chain team (based in Trinidad) and the national VC actors continued to affect the timely implementation of planned activities. Overall, the project could have benefited from a more proactive involvement of the Ministries of Agriculture.

ES18. The project managed to minimize costs by organizing many "virtual" meetings using skype and telephone conferences, which had the additional advantage of allowing FAO technical staff outside the region to participate. Despite following an interactive approach in the VC work that included several meetings with stakeholders, some comments by regional

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<sup>3</sup> This is not to say that the focus on the regional perspective should be diminished; there is value added in regional coordination and developing a common vision as several policy issues have to be tackled in concert at the regional level.

<sup>4</sup> The project document lacked clear guidance with regard to management, leadership and representation functions.

<sup>5</sup> In order to put the statement in perspective, it has to be considered that within the first 18 months, there were three different Budget Holders for the project (one in an acting capacity), that there were fluctuations in staff in SLC as well as in FAOR T&T, and that some FAO administrative procedures underwent changes during that period, creating initial uncertainty.

<sup>6</sup> The project had to go through a time-consuming process of identifying regional partners that were capable of producing writing high-quality policy briefs.

<sup>7</sup> It should be mentioned that while the Revised Global Work Plan (i.e. the new project document) was finalized by April 2008, it was not signed and approved by all tripartite members before August 2008. Recruitment could effectively start only after that date.

actors mentioned a lack of transparency in the VC selection process<sup>8</sup>. This underscores the importance of continuous communication and repetition of key messages.

### **Impact**

ES19. The project was to achieve the following results:

- Result I: Agriculture Development Unit at CARICOM secretariat strengthened.
- Result II: Institutional framework for agribusiness and enterprise development strengthened.
- Result III: Commodity value-chains development strengthened.
- Result IV: Partnership and strategic market alliances strengthened.
- Result V: Farmer based organizations, production skills and agro-processing strengthened.

ES20. Concerning Result I, the project provided crucial support to the formulation of the Regional Food and Nutrition Security Policy (RFNSP) and the subsequent Regional Food and Nutrition Security Action Plan (RFNSAP) 2012 to 2016, which was adopted by COTED in October 2011. The foundation has thus been laid for the preparation of national FNS policies and action programmes which will build resilience to the recurring threats to food and nutrition security.

ES21. The project also collaborated with a different EC-funded project based at the CARICOM Secretariat in the formulation of a Regional Agribusiness Development Strategy (under development), and the use of a Technical Working Group (TWG) has become a model for a stakeholder-driven policy formulation process in the region. Furthermore, the project work led to the Latin American and Caribbean Hunger Free Initiative (America Latina y Caribe Sin Hambre/ALCSH) funding (for two years) a Food Policy Adviser position in the CARICOM Secretariat to assist in translating the RFNSP into concrete action at regional and national level, and a Food Security Adviser, based in the FAO Sub-Regional Office for the Caribbean to assist in strengthening FAO's capability to support regional and national food security initiatives. In addition, the project also facilitated the introduction of FAO's Right to Food and CSO Partnership Initiatives in the development of regional and national food and nutrition security policies and programmes.

ES22. Regarding Result II, project personnel contributed to the CARICOM Secretariat's efforts regarding the 'Development of An Action Plan for Promotion of a Regional Agribusiness Sector and Targeted Commodity Enterprises'; public and private sector actors were encouraged to work together at the regional level, as manifested in the fact that CAFAN and to a lesser extent CABA were integral to the TWG and the establishment of the RFNSP and the RFNSAP.

ES23. Concerning the Value Chain component, the project was instrumental in establishing Value Chain Coordination Committees (VCCC) in five countries, and – in collaboration with the EU AAACP (All ACP Agricultural Commodities Programme) project – strengthened the regional farmers association CAFAN as regional value chain development services provider. The project also provided a platform for regional information exchange, networking and service provision in support of value chain development<sup>9</sup> through preparation

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<sup>8</sup> The selection process at country level included a value chain mapping and partial VC analysis. The above comments may simply be a reaction to having lost out in the selection process, but may also reflect some genuine misunderstandings about the process.

<sup>9</sup> A Regional Coordination Unit for Value Chain Coordination (led by CARISEC) was established at the end of project during the Lessons Learnt Roundtable in August 2011.

of a Caribbean value chain resource toolkit as well as setting up regular information events (including a weekly regional Caribbean Value Chain Talk Show)<sup>10</sup>.

ES24. In addition, the project completed market opportunity studies and business model assessments for selected VCs, and reached hundreds of participants through regional and national workshops on capacity building in value chain analysis and development<sup>11</sup>. Some success was registered concerning the strengthening of partnerships and strategic market alliances through facilitating market contacts and contracts within and outside the region (mostly UK and US); however, transport limitations (among others, high fees, low frequencies, size restrictions) continue to pose problems.

ES25. Finally, efforts to strengthen the capacity of farmers and farmer-based organizations to improve their productivity and competitiveness have shown initial results: opportunities to do business and enhance business relationships between actors have improved in some of the VCs supported by the project (especially hot pepper in Belize, pineapple in Dominica). Seminars and training workshops as well as the production of technical manuals increased the knowledge about technical and commercial aspects of value chains. However, it appears that several farmer organizations participating in the VC work are still fairly weak, with insufficient potential to expand production without continuing external support<sup>12</sup>.

ES26. Gender considerations did not officially play a significant role in the project, but in several VCs, women were prominent both as members and as leaders. The project also engaged female staff in several crucial positions.

### ***Sustainability***

ES27. In addition to some constraints already mentioned above (national FNS policies and action programmes only in their infancy; relatively weak farmer organizations), other factors could affect the sustainability of the project results, such as the absence of some key players in the VCCCs: e.g. in Belize, farmer representatives were said to be less involved, in Saint Lucia, processors and buyers were underrepresented, and also government was playing a background role. (However, in Dominica and Jamaica, the Ministries supported the VCCC by providing meeting facilities and secretarial support.)

ES28. Generally speaking, the project helped to place food and nutrition security firmly on the regional agenda and a follow-up in the form of national FNS policies and action programmes appears likely. The VC work raised awareness and knowledge about the value chain approach in the region on a theoretical as well as a practical level; some national VCs have laid the foundation for increased levels of production as well as to widen their membership base<sup>13</sup>. However, in several countries the VCCCs did not represent all key actors; in some countries, the level of VC commitment and knowledge especially among

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<sup>10</sup> The VC work was led by the idea of changing value chains from a production-oriented approach to one in which market and coordination between exporters/processors with farmers is a key driver.

<sup>11</sup> The project triggered in many instances a positive and enthusiastic feedback from public and private sector stakeholders in Member Countries; Barbados, Dominica, Jamaica and Belize have committed to a continuation of the project approach, and project requests to support value chain development for green house produce in Jamaica and for breadfruit/breadnut value chain in St Kitts are forthcoming. Both countries quoted the positive experiences with and the work done by the GTFS as a basis for this decision.

<sup>12</sup> This is not to say that encouraging signs are absent: in Belize, the VCCC agreed to expand the value chain work to onions, potatoes, carrots and other crops. In Dominica, the VCCC has agreed to continue to support the pineapple work and propose to involve IICA in same. Also Barbados and Jamaica have established public-private partnerships (for onion and ackee, respectively).

<sup>13</sup> The Belize VC has established capacity to increase production from 9,000 to 14,000 lbs/ acre; in Dominica, NIPPA has increased its farmer base from 20 to over 40 farmers; in Barbados, the VC set a target of increasing the production by 100% in 2012; and in Jamaica the second and third ackee chains are implementing programmes to reduce post-harvest losses by 20%-30%.

farmers seemed low: it appears that the institutionalization of the VC concept has only just begun.

### **Conclusions**

ES29. The project was successful in developing a regional perspective on food and nutrition security issues, and helped to popularize the value chain concept and approach to building competitiveness in the region. After a slow start and some uncertainties concerning the project set-up, the interactive approach chosen by the project ensured a significant buy-in by most relevant actors. Due to the presence of the project, some value chain work has started for the first time, and several national initiatives to upgrade agri-food chains (as well as national, intra-regional and international market links) have been revitalized.

ES30. The challenge now is to ensure that these models of success are not short-lived, that the Regional Food and Nutrition Security Policy (RFNSP) and the Regional Food and Nutrition Security Action Plan (RFNSAP) are translated into national FNS policies and action programmes, and also that the institutions set up for national VCs (that are mostly in their early stages) will receive support and guidance in the future.

ES31. Ideally, there should be a follow-up activity to ensure that in particular the VC work can be further supported as many VCs are at uneven stages in their development, especially since it has been agreed by stakeholders that the Value Chain Approach will be key to the implementation of the RFNSAP.

### **Recommendations**

#### **Recommendation 1: To FAO on project design**

**As a general recommendation**, FAO should ensure that in developing a project proposal, sufficient attention is given to developing a balanced and logical project structure. The initial set-up with two separate project locations and two professionals of same grade did not contribute to effective project management, better communication, and coordination and adoption of a shared perspective with regard to implementation of project activities.

#### **Recommendation 2: To FAO and member countries on developing national FNS policies**

**Translate regional FNS priorities into national policies and action plans.** Given that the project has assisted in the formulation of regional FNS policies and action plans, Member Countries should seek to put in place mechanisms and actions that would support the implementation of FNS policies and action plans at the national level. Member Countries also need to actively support the regional FNS activities as these will eventually benefit the national FNS programmes.

#### **Recommendation 3: To FAO on scope of projects**

**Keep the direct project interventions manageable.** The project provided direct support to value chains in five (5) countries. In retrospect, this presented logistical and other management challenges. A concentration on fewer country-level interventions could have

led to achieving results more rapidly, and thus created the conditions conducive to developing the interventions into a model for future application. As it stands, the development of a model that leads to positive and sustainable changes (at various levels: production, marketing, governance, etc) in agri-food chains and implicitly their upgrade into true value chains, (at various levels: productivity, marketing, governance, etc) still needs to be completed and should be the focus of future interventions.

**Recommendation 4: To FAO, CARICOM and member countries on partnerships**

**Stimulate partnerships to support implementation of Value Chain Approach (VCA) at national level.** The project engaged in partnerships with regional institutions, and some governments have played an active role, in promoting adoption of the VCA to agricultural development. Moreover, there is consensus that VCA will be key to implementation of the RFNSAP. However, project termination will leave a gap in even in some VCs supported by the project that will not automatically be filled by government or other institutions. It is therefore recommended that FAO, CARICOM and governments explore the potential for other government, donor, private sector and NGO initiatives, both current and planned, to support future VC work.

**Recommendation 5: To FAO (ESA, AGS and RLA/SLC) on documentation**

**Document key project outputs and material.** Given the existence of many high-quality documents, briefs etc produced by the project, FAO should make an effort to fully document and make available this material on the internet.

## Introduction

### 1.1 *Evaluation background*

1. In May 2003, the Government of Italy started financing the first phase of the project “Promoting CARICOM/CARIFORUM Food Security” (GTFS/RLA/141/ITA). The project was set up as a regional programme which sought to promote the sustainable attainment of food security through improvements in the policy environment and identification of better trade and market opportunities. In accordance with the recommendations of a Tripartite Project Review of the programme’s first phase in June 2006, the Government of Italy agreed to finance a second phase with an original budget of US\$ 4,974,136 (later revised to US\$ 8,900,900).

2. The Terminal Evaluation (TE) of the project was stipulated in the project document; preparations for the mission started in spring 2011. (The originally envisaged mission composition underwent a last-minute change due to contractual problems with the identified candidate; IICA provided a solution through a staff loan agreement.)

3. The evaluation assessed the project by using internationally accepted evaluation criteria, and used the following methods: document analysis; group and individual meetings with beneficiaries, stakeholders and key informants; brainstorming sessions with stakeholders. The field visits were useful to give the mission a first-hand impression of the general situation in the pilot sites and of project beneficiaries’ as well as of stakeholders’ views regarding the projects. However, the short duration and limited coverage of the field visits did not allow for an in-depth assessment of the project’s achievements and effects; a questionnaire was circulated to a large number of stakeholders and key informants to compensate for this lack of direct information.

#### 1.1.1 Purpose

4. The Terminal Evaluation (TE) was to examine activities initiated, supported and inspired by the project with the intention to provide the participating countries, FAO and the donor with an independent and objective assessment of the relevance, effectiveness and impact of the project. On the basis of its assessment, the evaluation was to make recommendations for the potential follow-up in terms of priorities, coverage and scope.

#### 1.1.2 Scope

5. The TE was to assess the project’s progress in implementing as envisaged in the original project document and the 2009 and 2010 Project Work Plans and Budgets. In particular, the TE was to analyse the actions and outcomes under the two project components (improve the productivity and competitiveness of select value chains; evidence-based policy processes at regional and national levels), and assess the synergies achieved between the two components, using internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact and sustainability.<sup>14</sup> Key evaluation questions<sup>15</sup> developed by the Evaluation Team guided the assessment.

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<sup>14</sup> OECD/DAC and UNEG evaluation criteria.

<sup>15</sup> See Annex 3

6. The evaluation took place from 30 July 2011 to 19 August 2011; apart from the project headquarters in Trinidad & Tobago, project locations and stakeholders in four countries (Barbados, Dominica, Jamaica, and St Lucia) were visited. The Evaluation Team also had chance to interact with participants at the Lessons Learnt and Future Outlook Roundtable held from 3 – 5 August 2011 in Port of Spain, Trinidad and Tobago.

### ***Evaluation methodology***

7. The evaluation was guided by the evaluation criteria and key evaluation questions, and other approaches defined in the ToR.

8. The evaluation adopted a consultative approach, interacting with project stakeholders and collaborators from government as well as civil society in five participating countries, and entertaining an intensive dialogue with the project CTA and project staff. The TE received administrative and logistical support from the project, but conducted its work independently.

9. The evaluation was undertaken as an accounting and learning exercise, and was shaped by the following principles:

- i. Development of key evaluation questions<sup>16</sup>
- ii. Desk review of available reports and documentation<sup>17</sup>
- iii. Field mission, comprising an eighteen days visit to five countries. Apart from the project headquarters in Trinidad & Tobago, project locations and stakeholders in three countries (Barbados, Dominica, Jamaica, and St Lucia) were visited. The Evaluation Team also had chance to interact with participants at the Lessons Learnt and Future Outlook Roundtable held from 3 – 5 August 2011 in Port of Spain, Trinidad and Tobago. During these visits the TE conducted interviews with governmental officials (at national and local level), CTA and project staff, national Value Chain coordinators, and other stakeholders and collaborators.<sup>18</sup>

10. During this process the evaluation used the following evaluation tools: review of project documentation and relevant external reports, semi-structured interviews supported by checklists and/or interview protocols, and direct observation farmer, processor and buyer operations.

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<sup>16</sup> See Annex 3

<sup>17</sup> See Annex 4

<sup>18</sup> See Annex 2



## **2 The Project**

### **2.1 Design**

11. Since May 2003, the Government of Italy had financed the “Promoting CARICOM/CARIFORUM Food Security” project, which came to an end in December 2007. The objective of this regional project was to improve incomes, nutrition and trade opportunities and the policy environment that promote the sustainable attainment of food security. In accordance with the recommendations of a Tripartite Project Review of June 2006, the Government of Italy agreed to finance a second phase of the project to be implemented in three years<sup>19</sup>.

12. The project rationale was to address the food security challenges experienced in the CARIFORUM region, namely small size of agricultural operations, vulnerability to natural disasters, lack of international competitiveness and loss of preferential markets and a rules-based approach to agricultural policy. Furthermore, as nutrition-related chronic diseases had become the main public health problem in the region, the project was to explore policy choices that would tackle the links between food, health, agriculture and other sectors of the economy.

13. As most CARICOM countries had traditionally depended on preferential arrangements and/or on a few agricultural traditional commodities (banana, sugar, rice) for their exports, changes in EU preferential trading systems triggered a (slow) shift from traditional crops to non traditional commodities, accompanied by an increasing re-orientation towards market-oriented policies.

14. The project was to support the development of a regional CARICOM/CARIFORUM food and nutrition security policy and the role of the agricultural sector herein by strengthening the capacity of the CARICOM Secretariat in providing food policy advice and guidance to member governments, and by building regional and national capacities of associations along the value chains of non-traditional agriculture commodities from production to a range of domestic, regional and export markets.

15. Furthermore, the project was to strengthen a network of national agribusiness associations in the region to support the continued development of value chains in the CARICOM/CARIFORUM countries.

16. The project document (which was labelled Global Work Plan 2008 – 2010, and thus treated the second phase as a direct continuation within the framework provided by the first-phase project) defined the following expected results:

- a. Result I: Agriculture Development Unit at CARICOM secretariat strengthened.
  - i. Related outputs: Regional and Food Security Policy established and launched. Analytical capacity of CARICOM Secretariat improved. Increased ability to lead regional food policy discussions in key areas, including food prices, standards and regulation, trade policies, risk management and climate change. Access to food security information improved. Improved understanding of agricultural investment opportunities and constraints.

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<sup>19</sup> Considering the ambitious objectives of the Revised Global Work Plan 2008 – 2010 (which was in essence a new project document), the proposed duration of three years should in retrospect be considered to short.

- b. Result II: Institutional framework for agribusiness and enterprise development strengthened.
  - i. Related outputs: Needs to support agribusiness development assessed. Performance of interprofessional associations strengthened. Linkages with and between stakeholders of the agribusiness sector strengthened. Knowledge of technical and marketing issues of existing associations improved. Confidence and ability of public and private sectors to work together improved. Regional coordination unit for value chain and agro-business development established and functional. Governments strengthened in supporting a conducive environment for agribusiness development.
- c. Result III: Commodity value-chains development strengthened.
  - i. Related outputs: Market opportunity study completed and presented to CARICOM countries. One regional training of trainers course in value chain analysis and action planning completed. Five national action planning workshops in value chain analysis and action planning completed. Training material for value chain analysis and action planning in the Caribbean context developed and disseminated to CARICOM countries. Knowledge of requirements of international agri-food markets increased. Linkages with new regional and international buyers strengthened. Action plans for strengthening of a minimum of five non-traditional commodity chains prepared and implemented. Business plans for value chain stakeholders developed.
- d. Result IV: Partnership and strategic market alliances strengthened.
  - i. Related outputs: Managerial and entrepreneurship capacity to deal with global markets increased. Credibility of Caribbean partners as source of agricultural products enhanced. Caribbean agriculture potential promoted outside the CARICOM/CARIFORUM region. Regional workshop to promote the value chain work and agricultural potential to overseas business partners completed. Domestic, regional and international level strategic partnership established. Better integration between agricultural production and the hospitality industry. Improved ability of smallholders to participate in market oriented production.
- e. Result V: Farmer based organizations, production skills and agro-processing strengthened.
  - i. Related outputs: Farmer based organisations and farmers skills in market oriented production strengthened. Productivity of farm enterprises and agro-processors improved. Technical, processing and marketing capabilities of agriculture based enterprises increased. Knowledge and availability of new and appropriate technologies for food processing increased.

17. The project had two related components: (i)The strengthening of the policy, trade, planning and services capacity of the different regional, national and community institutions and organisations working to promote food security in the region; and (ii) the improvement of production and marketing systems accessible to small farmers in food insecure communities through technical support, training and equipping activities.

18. Compared to the first-phase project document, the second phase stressed the value-chain approach to agriculture and food and nutrition security: the value chain aspects clearly dominated the work of the project in terms of time as well as budget allocations. The

selection process for VC activities followed an interactive approach that included several meetings with stakeholders, and joint assessments of the submitted proposals. However, some comments by regional actors mentioned a lack of transparency in the VC selection process. In the view of the mission, this underscores the importance of continuous communication and repetition of key messages with key stakeholders.

19. Intended project beneficiaries were in particular, the members of rural communities, such as smallholder farmers, traders and their families, as well as landless rural residents especially for the value chain component, and CARIFORUM member state institutions enabling them to better serve the ultimate beneficiaries and ensure sustainability of project outcomes.

## **2.2 Activities**

20. The project's second phase was intended to consolidate regional policy integration activities in the field of food and nutrition security, including agriculture and trade, capacity building in these fields as well as strengthening trade and marketing components of agriculture production after the wide support to the improvement of production techniques in these countries in Phase I.

21. A Tripartite Design Finalization Mission to the region was undertaken from 20 January to 1 February 2008 to review and finalize the draft Global Work Plan and Budget 2008 – 2010. A consultation with regional stakeholders (marketing boards, industry cluster group, Ministries, etc.), held in January 2008, was an intrinsic part of the process of developing the Work Plan which was approved in March 2008. The agreement between partners was signed in mid-2008. The actual project start was effectively January 1, 2009 when the Coordinator/Value Chain Specialist was recruited as a full time project staff.

22. Under the Policy Component, the project focused on strengthening the Agriculture Development Unit (ADU) at the CARICOM Secretariat where it supported efforts to formulate, implement and monitor regional policies related to food and nutrition security and set the regional agenda on food and nutrition security, and focused on the following activities:

- a. Development and launch of Regional Food and Nutrition Security Policy (RFNSP) and support RFNS Action Plan (RFNSAP);
- b. Organizing and guiding the work of the TWG<sup>20</sup>, including a series of physical and virtual TWG meetings;
- c. Conducting national consultations in eight countries, facilitating participation of a wide cross section of Ministries and civil society actors in the formulation of the RFNSP.
- d. Partnerships with Caribbean analytical organizations to produce policy briefs<sup>21</sup> that contribute empirical analytical results to the decision-making process;
- e. Limited policy training at policy workshops;

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<sup>20</sup> The Technical Working Group represents an innovative model for regional policy formulation in that it draws on representation from Member States (national policy officers) and regional analytical organizations in the formulation of regional policies; in this case, the RFNSP and RFNSAP.

<sup>21</sup> These were: Introducing the Regional Food and Nutrition Policy; Formulating a Regional Food and Nutrition Policy; Policy Guidelines for Better Nutrition in the Caribbean; Guidelines for Safety in Agricultural Health Amid Non Tariff Barriers; An Analysis of the Policy Environment Supporting Agri-Food Chain Development in Selected CARICOM States; Reducing the CARICOM Food Import Bill and the Real Cost of Food: Policy and Investment Options; Productive and Competitive Value Chains for Improved Food Security; Food Security and Climate Change in the Caribbean: Key Socio-Economic and Environmental Issues.

- f. Regional policy workshop for finalizing the RFNSP and initiating discussion on the RFNSAP;
  - g. Final End-of-Project Lessons Learnt Workshop.
23. Concerning the value chain component, the project opted for a participatory approach for identifying promising products and non-traditional crops for value chain upgrading and the formation of value chain coordination committees (VCCC). This included capacity building for better value chain management, improved exchange of information, limited funding to support production, post-harvest and processing and demonstrations of improved production and processing technologies.
24. International and regional experts or organizations were engaged for the preparation of training materials or business plans. The coordination and management of the VCCCs were either with a producer association or a major private sector-based buyer.
25. Two analytical studies were conducted in the initial phases of project implementation to determine the market potential of CARICOM produced priority products and to inform on the capacity of existing national and regional institutions to provide support services after project closure.
26. Five national value chains were identified for further upgrading support:
- a. The Onion Value Chain – Barbados;
  - b. The Hot Pepper Value Chain – Belize;
  - c. The Pineapple Value Chain – Dominica;
  - d. The Ackee Value Chain – Jamaica; and
  - e. The Salad Fruit Value Chain – St. Lucia
27. Specific support was provided the five selected chains in the following areas:
- a. Value Chain governance and coordination through establishment of Value Chain Coordinating Committees (VCCC);
  - b. Farmer group formation/organization strengthening;
  - c. Business model assessment;
  - d. Value chain upgrading and development of work/action plans;
  - e. Attendance at study/market buyer tours to hone opportunities e.g. UK Study tour and visit to International Food Exhibition for CaFAN members; participation in activities and tour of supermarkets in Grenada during 2010 Caribbean Week of Agriculture (CWA); participation of Belize Hot Pepper Value Chain members in the Fiery Foods Exhibition and Trade Show in New Mexico;
  - f. Rapid value chain analysis and mapping;
  - g. Training in agribusiness and technology;
  - h. Provision of basic equipment and limited inputs;
  - i. Strengthening key chain drivers through basic management skills, mentoring and business planning.
28. The value chains in the participating countries received the following support:
29. Ackee Value Chain, Jamaica:
- a. three Ackee farmers associations are being supported by the project;
  - b. four Letter of Agreements (LoA) have been prepared with: the Bureau of Standards to host Food Safety Training; the Jamaica Agro Processors Association to provide training in processing, the Jamaica Agricultural Society to provide business training, and with the Rural Agricultural Development

Agency to provide production training; a contract and terms of reference have been prepared to recruit business plan consultant.

30. Hot Pepper Value Chain, Belize:
  - a. a Letter of Agreement and list of associated equipment was signed with the Ministry of Agriculture;
  - b. a \$15,000 US grant funds were secured from Caribbean Export Development Agency (CEDA) for agri-food processing equipment for the Belize hot pepper value chain;
  - c. A consultant recruited to audit processing facility.
31. Pineapple Value Chain, Dominica:
  - a. under contract with a national service provider a business plan was developed for the Nature Island Pineapple Producers Association Business Plan (NIPPA);
  - b. a LOA for NIPPA to support organizational strengthening and marketing has been prepared.
32. Salad Value Chain, Saint Lucia:
  - a. under contract, SEDU prepared a business plan for the Belle Vue Farmers;
  - b. a Salad Fruit Value Chain Upgrading Strategy and Action Planning Workshop was completed in March 2010;
  - c. a scoping mission to improve papaya production was completed by a specialist consultant in February 2010;
  - d. a training programme on “Saint Lucia Commercial Papaya Production Training” was prepared and implemented in March 2010;
  - e. a study tour for actors from the Saint Lucia Salad Fruits Value Chain Papaya Study Tour to Trinidad and Tobago took place in May 2010;
  - f. a LOA to support further follow-up trainings was prepared for the Belle Vue Farmers Cooperative;
  - g. limited amounts of equipment to support on-farm demonstration and training were procured.
33. Onion Value Chain, Barbados:
  - a. an Onion value chain upgrade strategy and action plan workshop completed;
  - b. an Onion value chain market scoping and value chain analysis completed;
  - c. a training course on onion production and drying supported by a FAO expert at a national onion value chain workshop was implemented;
34. The project also supported a number of regional capacity building activities (i.e. workshops and trainings); information exchange and experience sharing; and preparation, production and distribution of training materials. These were undertaken in collaboration with other relevant regional projects and organizations facilitating capacity strengthening of strategic institutional partners to foster sustainability of value chain promotional and upgrading work.
35. In this regard, CaFAN was identified and supported by the project, with additional support from the EU AAACP, as the sustainable regional value chain service provider for the fresh produce sector. Further, a number of training manuals on production and post-harvest management were developed in collaboration with CARDI.
36. At the a regional level, the following activities were undertaken:
  - a. Hosting a workshop on Value Chain Development in the region;
  - b. Supporting CaFAN in developing and launching the “Eat Caribbean” Portal, blog and radio talk show programme;

- c. Preparation of a Caribbean value chain resource toolkit “Caribbean Food Security through the Commercialisation of Agriculture: The Application of the Value Chain”;
- d. Development of a number of media/communication support initiatives targeting strategic allies – farmers, consumers, agribusiness community, Ministries of Agriculture, and national, regional and international institutions. These include:
  - i. A Newsletter (“Promoting CARICOM/CARIFORUM Food Security”)
  - ii. A Website ([www.rlc.fao.org/progesp/pesa/caricom2/](http://www.rlc.fao.org/progesp/pesa/caricom2/))
  - iii. An Email Service (FAO-Carib-Agri-Value Chain Email Service).

### **2.3 Partnerships**

37. Development of partnerships figured highly on the project agenda: national governments as well as regional institutions bought into the TWG concept and provided continuous inputs; national counterpart organizations identified in five countries helped to establish Value Chain Coordination Committees; CaFAN was identified early on as a regional partner and became an important actor both in the policy and the value chain work (and collaboration with the EU AAACP project helped to strengthen CAFAN as Regional Sustainable Value Chain Development Services Provider).

38. In support of the partnerships as well as for the benefit of the general public, the project set up a platform for regional information exchange, networking and service provision in support of value chain development for use by CAFAN, with the following key components:

- a. Weekly Value Chain Email Service to disseminate value chain tools and information,
- b. Lists of value chain tools were prepared and disseminated via website to those involved in value chain work in the Caribbean,
- c. Value chain service providers have been identified and data base established (based on the Agri-Food Organisations Needs Assessment Study),
- d. Preparation of the first draft of a Caribbean value chain resource toolkit, Caribbean Food Security through the Commercialisation of Agriculture: The Application of the Value Chain Approach;
- e. Launching a live weekly regional Caribbean Value Chain Talk Show (in collaboration with the Caribbean Farmers Network, CaFAN) in 2011.

39. In addition, the project organized several market buyer tours to the US and to the UK, as well as numerous intra-regional ones were, and arranged an exhibition and promotion of value chains on the occasion of the Caribbean Week of Agriculture (CWA), Grenada, October 2010.

40. However, there is still some uncertainty as to the successful continuation of the value chain approach in some countries: the representation of various key actors on the Value Chain Committees appears uneven, and the level of economic development of some producer groups is still limited. Moreover, the role of the public sector actors seems in some instances undefined: theoretically, government agencies (or some other impartial actor) would be the providers of oversight and monitoring of the value chain: but it appears that Ministries of Agriculture tend to focus on production issues. With one exception, the chair of the VCCCs is entrusted to producer groups, which may create a problem in the future when arbitration issues may require a more neutral body to chair the VCCC.

## **2.4 Project management**

41. The project employed one Value Chain Advisor at a P4 level, who also functioned as the overall coordinator of the GTFS project and the head of the Project Coordination Unit (PCU). The Value Chain Advisor was recruited in October 2008 and worked initially as part-time consultant before becoming a fixed-term staff member in January 2009. The value chain component was further supported by a Marketing Adviser contracted under a Personal Service Agreement (PSA) with FAO for three years. Both experts were based at the FAO Representation in Port of Spain, Trinidad.

42. For the policy component, the project employed one Food Security Policy advisor (P4 level) at the CARICOM secretariat from January 2009 to January 2011. It was planned for the CARICOM Secretariat to nominate a permanent Agriculture Development Unit staff and provide office space, furniture, equipment, and transportation to the project staff. In the course of project implementation, it transpired that the ADU counterpart could only provide part-time support to the project. The project thus hired a Junior Consultant Agricultural Economist from February to August 2010 to provide support to the policy component, and also recruited a retired FAO Professional as a Senior Consultant in May 2010 to support the formulation of the RFNSP almost full time.

43. The arrangement of having one staff being given the task of coordinating another staff of similar level has not worked well. In addition, having two staff at the same level operating from different locations did not contribute to effective coordination of the two project components. (The project document for Phase II did not provide sufficient operational guidance in this regard, either.)

## **2.5 Technical and operational backstopping**

44. In contrast to the initially deficient project management set-up, general oversight of the project seemed to have been effective, as Project Steering Committees, review workshops and review missions provided monitoring and guidance functions. Technical backstopping was provided mainly by the AGS and ESA divisions in FAO HQ, whose officers got involved in backstopping as well as training and moderation activities.

45. Project supervision was the responsibility of FAO's Sub-regional Coordinator for the Caribbean (SRC); SRC also provided support e.g. for joint participating in the in the Caribbean Week of Agriculture 16 – 23 October 2010, and also hosted training for project staff such as e.g. procurement training in early 2011.

## **2.6 Project budget and expenditure**

46. The original project budget at the beginning of Phase I stood at US\$ 4,974,136; with the approval of Phase II, the budget was raised to US\$8,900,900, of which US\$ 8,586,949 were spent according to the information reported in FAO's FPMIS (Field Programme Management Information System) in December 2011. Perhaps not surprising for a regional project, the highest expenditure has been under the travel budget line: 16.98%, followed by consultants at 16.46%, contracts (10.38%), professional salaries (8.86%) and general service salaries (7.86%).

47. The project has had eleven budget revisions, five of which were related to the funding of Phase II. Budget Revision "H" of April allocated the funds for Phase II, and extended the project period until December 2010 (later extended to October 2011). The budget revisions since April 2008 were all related to no-cost extensions due to the late start

of the project (full staff strength was only achieved in April 2009), some other delays in implementation as well as additional activities identified by the Project Steering Committee.



### **3 Evaluation synthesis**

#### **3.1 Relevance**

48. The project responded to a priority policy concern in the region: the challenge to ensure food and nutrition security. Countries in the region face constraints due to their small size, vulnerability to natural disasters, high and volatile food prices, a changing economic environment characterized by a lack of international competitiveness, loss of preferential markets and a rules-based approach to agricultural policy. In addition, there is an increasing prevalence of chronic nutrition-related diseases.

49. In the past, most CARICOM economies depended on preferential arrangements for a single or few agricultural traditional commodities (banana, sugar, rice). Changes in preferential trading systems of traditional commodities and limited progress in agricultural diversification to non-traditional commodities resulted in increased unemployment and higher imports of agro-food products, while food and agricultural development policy was oriented largely to support interventions by public and regional institutions.

50. However, in most countries the trend is shifting towards application of market-oriented policies incorporating the private sector and utilizing public-private approaches to effect agricultural transformation. The value chain approach is seen as the key to the development and achievement of food and nutrition security in the region by aligning agricultural production to value chain development through provision of infrastructure, marketing and financial support and incentive programmes.

51. In this context, the RFNSP constitutes an important input to guide Member States in their efforts to develop actionable national-level Food and Nutrition Security plans. Member States and CCS confirmed that the involvement of national policy officers and regional analytical organizations in the actual formulation process contributed to 1) the production of a policy that was more closely aligned with Member State needs and priorities, 2) the process of political buy-in by Member States and key analytical partners, particularly those with representatives on the TWG. (Some Member States wished that the RFNSP process could have been completed in a more rapid manner.)

52. Regarding FAO's corporate objectives, although no reference was made in the project document<sup>22</sup>, the project certainly addresses the Strategic Objective G "Enabling environment for markets to improve livelihoods and rural development", and in particular the Organizational Result G03 "National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries", as well as Strategic Objective H "Improved food security and better nutrition, and especially the Organizational Result H01 "Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition". The project relates to FAO's Core Functions "Policy and strategy options and advice" and "Technical support to promote technology transfer and build capacity".

#### **3.2 Effectiveness**

53. The policy component of the project effectively collaborated with member states coordinated by the CARICOM Secretariat to launch the RPFNS formulation process. Through a series of workshops, participants, guided by the Secretariat, identified priority

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<sup>22</sup> It should be noted that FAO's Strategic Objectives were undergoing a re-definition at the time.

food security challenges in the region, outlined a course of action to formulate the RFNSP and established a Technical Working Group (TWG), composed largely of representatives from Member States and regional organizations, to draft the RFNSP.

54. Food security policy brief series were foreseen as an input to this process; the production of policy briefs was originally envisaged for 2009 as a contribution to the November 2009 policy workshop as well as to the policy formulation process in 2010 particularly since they would have provided an opportunity for linking analytical results to the policy process and informing Member States, professional organizations and civil society actors on the key food security issues in the region.

55. In addition, the project's collaboration with CARICOM's Agricultural Development Unit included support to the ADU's 2009 strategic planning exercise as well as communication with Caribbean analytical institutions and regional partners (e.g. UWI, CFNI, IICA, ECLAC, etc.). The project also benefited from close collaboration with the CARICOM based, EU-CISP funded "Formulation of the Community Agriculture Policy."

56. The project thus supported and energized a process of regional joint policy formulation. The successful completion of the RFNSP, the substantial contribution to the preparation of the RFNSAP and capacity building in regional policy formulation were major achievements of the Policy Component. In particular, the participatory and inclusive nature of the RFNSP and RFNSAP processes characterized by use of the multi-stakeholder TWG set a precedent for future similar interventions at both regional and national level.

57. However, a remaining concern relates to the linkages between the value chain and policy components of the project. Although some work took place on value chain-related policy aspects, and the two components were broadly linked in the project's Global Work Plan, there was no specific focus on linking FNS and Agribusiness Policy actions. However, CAFAN and to a lesser extent CABA were central to the RFNSP and RFNSAP process, the project commissioned a study to look at the relationship between the enabling environment and the development of value chains in several countries, and a meeting of Regional Development Partners Promoting Value Chain Work was organized by the project and chaired by CARISEC<sup>23</sup>.

58. The five value chains supported by the project were able to analyse their value chains, establish Value Chain Coordination Committees and to organize workshops as well as study tours to identify specific options for value chain upgrading strategies. At national level, activities included capacity building for better value chain management, improved exchange of information and the coordination of value chains. Limited funding was allocated to support production, post-harvest and processing and to demonstrate improved production and processing technologies.

59. The project also supported a number of regional capacity building activities (i.e. workshops and trainings) and information exchange events and mechanisms. However, while the project achieved many tangible results, the limited duration of the second phase accounts for some uncertainty: several value chains supported by the project are in relatively early stages of development, they do not involve all relevant actors, and their business models are not yet robust. The policy work found wide acceptance at regional, but the crucial test will come when the principles and priorities of the RFSNP have to be translated into national policies and action plans.

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<sup>23</sup> At the national level, the VCCCs included public sector organizations, as key service providers and also in the role of policy makers.

### **3.3 Efficiency**

#### **3.3.1 General**

60. Overall, the project activities were managed in an efficient and timely manner, due largely to the presence of a committed, dedicated and action-orientated team. However, the project struggled initially with the existence of two project offices in Guyana (CARICOM Secretariat, policy component) and T&T (value chain work, project coordination), and the Budget Holder being located in FAO's Sub-Regional Office in Barbados. This created problems of direction, and synergy between the two project components suffered.

61. In the policy component, changes in staff composition meant that the preparation of food security policy brief series was delayed and thus missed the opportunity for linking analytical results to the early RFSNP policy process; this was rectified through the hiring of consultants and partnerships with relevant institutions<sup>24</sup>.

62. In the VC component, late recruitment of staff caused a delayed start of many activities, which translated into delays particularly in the VC work in the five countries for which specific value chain upgrading strategies were being prepared. The project mostly managed to address this situation through adaptations in the workplan (and even included some additional activities by tapping external funding). In some instances however, the distance between the value chain team (based in Trinidad) and the national VC actors continued to affect the timely implementation of planned activities.

63. The project managed to minimize costs by organizing many "virtual" meetings using skype and telephone conferences, which had the additional advantage of allowing FAO technical staff outside the region to participate. Despite following an interactive approach in the VC work that included several meetings with stakeholders, comments by some regional actors mentioned a lack of transparency in the VC selection process. This underscores the importance of continuous communication and repetition of key messages.

64. In addition, the project contracted short-term consultants to undertake analytical work, provide business development services and to organize and/or provide specialist trainings as required by respective value chain actions plans. Technical support in the form of in-country advisory services as well as active involvement in training and capacity building activities and backstopping of project activities has been provided by the AGS and ESA Division, FAO Headquarters, Rome.

#### **3.3.2 Project management and operations**

65. As mentioned above, team work was originally constrained by project staff working in different locations on different project components, and with unclear lines of command. However, at the time of the evaluation, dedication and commitment by all staff members were evident, giving the impression that the project was well run, and that communications between staff members were good.

66. There was some degree of unfamiliarity of Project Unit staff with FAO rules and regulations, and this subsequently impacted negatively on implementation of actions - including the procurement/delivery of goods and services. However before the conclusion of

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<sup>24</sup> During project implementation, the policy component activities were expanded to eventually include support to the RFNSAP, further policy briefs and the supervision of the Policy/ Value Chain Study, while the Policy Adviser's assignment ended in January 2011

the project, this deficiency was corrected with the major procurement and LoAs effected. (Also fluctuations in the position of Budget Holder as well as administrative support staff in SLAC and the FAO Representation T&T contributed to some slow progress). Some value chain actors felt that communication with the project was too indirect and response times were sometimes overly long: this refers in particular to the commissioning of consultancies and the formulation of LoAs.

67. Apart from the points indicated above, an assessment of the implementation of the project's activities indicates that most of the activities were conducted in a timely manner. After a delay in the start-up of the project, most programmed activities were undertaken efficiently. Apart from the delays in producing policy briefs, and some lengthy response time regarding value chain LoAs, the rest of the project's activities were conducted in a timely manner, completing the formation of value chain committees, and other training and workshop activities.

68. The provision of guidance and oversight to the project was efficiently handled through a steering committee as well as review meetings and missions. The project team managed the field activities well, and supported (with the help of consultants and collaboration with other projects) the strategic policy work on the RFSNP. However there was evidence of some weakness in the link between policy and VC work, and in assessing the sustainability of the existing value chain arrangements in member states. In addition, the broader issues challenging a successful continuation of the VC work were not thoroughly analysed<sup>25</sup>.

### 3.3.3 Project expenditure

69. The original project budget at the beginning of Phase I stood at US\$ 4,974,136; with the approval of Phase II, the budget was raised to US\$8,900,900, of which US\$ 8,586,949 were spent according to the information reported in FPMIS in December 2011. Perhaps not surprising for a regional project, the highest expenditure has been under the travel budget line: 16.98%, followed by consultants at 16.46%, contracts (10.38%), professional salaries (8.86%) and general service salaries (7.86%).

**Table 1 Expenditure as of December 2011**

	Budget	Hard Commitments	Total Commitments	Actuals	Commitments and Actuals <sup>26</sup>	Percentage
5011 Salaries Professional (Parent account)	783,084	0	0	788,466	788,466	8.86%
5012 Salaries General Service (Parent account)	684,551	0	0	699,576	699,576	7.86%
5013 Consultants	1,484,102	24,144	24,144	1,440,742	1,464,887	16.46%

<sup>25</sup> In hindsight, the travel cost/logistics within the region and merging/separation of the roles of Project Manager and Value Chain Specialist should have been given more detailed consideration in the design phase of the project, thus ensuring the allocation of adequate financial and technical resources to cover travel and contracting of additional professional services to ensure proper support of VC actors.

<sup>26</sup> After final payments for LoA's and other contracts have been made, the balance of unspent funds should be much less in 2012.

(Parent account)						
5014 Contracts (Parent account)	1,019,710	19,340	19,340	904,411	923,751	10.38%
5020 Locally Contracted Labour (Parent account)	18,670		0	19,304	19,304	0.22%
5021 Travel (Parent account)	1,569,186	0	0	1,511,313	1,511,313	16.98%
5023 Training (Parent account)	213,383	0	0	249,224	249,224	2.80%
5024 Expendable Procurement (Parent account)	629,978	0	0	726,864	726,864	8.17%
5025 Non Expendable Procurement (Parent account)	649,871	0	0	507,001	507,001	5.70%
5026 Hospitality (Parent account)	0		0		0	0.00%
5027 Technical Support Services (Parent account)	348,755		0	261,375	261,375	2.94%
5028 General Operating Expenses (Parent account)	598,596	0	0	436,568	436,568	4.90%
5029 Support Costs (Parent account)	863,369		0	974,355	974,355	0.00%
5040 General Operating Expenses - external common services (Parent account)	37,215		0	7,449	7,449	0.00%
5050 General Operating Expenses - internal common services (Parent account)	430		0	430	430	0.00%
<b>Total Expenses</b>	<b>8,900,900</b>	<b>43,484</b>	<b>43,484</b>	<b>8,527,077</b>	<b>8,570,561</b>	<b>96.29%</b>

### **3.4 Impact**

#### **3.4.1 General**

70. The project was to achieve the following results:
- a. Result I: Agriculture Development Unit at CARICOM secretariat strengthened.
  - b. Result II: Institutional framework for agribusiness and enterprise development strengthened.
  - c. Result III: Commodity value-chains development strengthened.
  - d. Result IV: Partnership and strategic market alliances strengthened.
  - e. Result V: Farmer based organizations, production skills and agro-processing strengthened.

71. Concerning Result I, the project provided crucial support to the formulation of the Regional Food and Nutrition Security Policy (RFNSP) and the subsequent Regional Food and Nutrition Security Action Plan (RFNSAP) 2012 to 2016, which was adopted by COTED in October 2011. The foundation was thus laid for the preparation of national FNS policies and action programmes which will build resilience to the recurring threats to food security. The momentum created by the RFNSP work also inspired the formulation of a Regional Agribusiness Development Strategy (under development), and pioneered the use of a Technical Working Group (TWG) has become a model for a stakeholder-driven policy formulation process in the region. Furthermore, the project work led to the Latin American and Caribbean Hunger Free Initiative (America Latina y Caribe Sin Hambre/ALCSH) funding (for two years) a Food Policy Adviser position in the CARICOM Secretariat to assist in translating the RFNSP into concrete action at regional and national level, and a Food Security Adviser, based in the FAO Sub-Regional Office for the Caribbean to assist in strengthening FAO's capability to support regional and national food security initiatives. It also facilitated the introduction of FAO's Right to Food and CSO Partnership initiatives in the development of regional and national food and nutrition security policies and programmes.

72. Concerning the Value Chain component, the project was instrumental in establishing Value Chain Coordination Committees (VCCC) in five countries, in collaboration with the EU AAACP project strengthened the regional farmers association CAFAN as regional value chain development services provider, and providing a platform for regional information exchange, networking and service provision in support of value chain development through preparation of a Caribbean value chain resource toolkit as well as setting up regular information events (including a weekly regional Caribbean Value Chain Talk Show).

73. In addition, the project completed market opportunity studies and business model assessments for selected VCs, and reached hundreds of participants through regional and national workshops on capacity building in value chain analysis and development. Some success was registered concerning the strengthening of partnerships and strategic market alliances through facilitating market contacts and contracts within and outside the region (mostly UK and US); however, transport limitations (among others, high fees, low frequencies, size restrictions) continue to pose problems.

74. Finally, efforts to strengthen the capacity of farmers and farmer-based organizations to improve their productivity and competitiveness resulted in an appreciable increase in business in some of the VCs supported by the project (especially hot pepper in Belize, pineapple in Dominica). Seminars and training workshops as well as the production of technical manuals increased the knowledge about technical and commercial aspects of value chains.

75. However, it appeared that several farmer organizations participating in the VC work were still fairly weak, with insufficient potential to expand production without continuing

external support. Gender considerations did not officially play a significant role in the project, but in several VCs, women were prominent both in numbers and in leadership positions. The project also engaged female staff in several crucial positions.

### **3.5 Sustainability**

76. In addition to some constraints already mentioned above (national FNS policies and action programmes only in their infancy; weak farmer organizations), other factors could affect the sustainability of the project results, such as the absence of some key players in the VCCCs: in Belize, farmer representatives were said to be less involved, in Saint Lucia, processors and buyers were underrepresented, and also government was playing a background role. (In Dominica and Jamaica, the Ministries supported the VCCC by providing meeting facilities and secretarial support.)

Generally speaking, the project helped to place food and nutrition security firmly on the regional agenda and a follow-up in the form of national FNS policies and action programmes appears likely. The VC work raised the knowledge in the region on a theoretical as well as a practical level; some national VCs managed to increase their levels of production as well as to widen their membership base. However, in several countries the VCCCs did not represent all key actors, the level of VC commitment and knowledge (especially among farmers) seemed low: it appeared that the institutionalization of the VC concept has only just begun.

## **4 Conclusions and recommendations**

### **4.1 Conclusions**

77. The project was successful in developing a regional perspective on food and nutrition security issues, and helped to popularize the value chain concept in the region. After a slow start and some uncertainties concerning the project set-up, the interactive approach chosen by the project ensured a significant buy-in by most relevant actors. Several national value chains were re-vitalized through their association with the project, and national, intra-regional as well as international market links have improved as a result.

78. The challenge now is to ensure that these models of success are not short-lived, that the Regional Food and Nutrition Security Policy (RFNSP) and the Regional Food and Nutrition Security Action Plan (RFNSAP) are translated into national FNS policies and action programmes, and that the institutions set up for national VCs (that are mostly in their early stages) will receive support and guidance also in the future.

79. There should be a follow-up activity to ensure that in particular the VC work can be further supported as many VC are at uneven stages in their development.

### **4.2 Recommendations**

#### **Recommendation 1: To FAO on project design**

As a general recommendation, FAO should ensure that in developing a project proposal, sufficient attention is given to developing a balanced and logical project structure. The initial set-up with two separate project locations and two professionals of same grade did not contribute to effective project management, better communication, and coordination and adoption of a shared perspective with regard to implementation of project activities.

**Recommendation 2: To FAO and member countries on developing national FNS policies**

**Translate regional FNS priorities into national policies and action plans.** Given that the project has assisted in the formulation of regional FNS policies and action plans, Member Countries should seek to put in place mechanisms and actions that would support the implementation of FNS policies and action plans at the national level. Member Countries also need to actively support the regional FNS activities as these will eventually benefit the national FNS programmes.

**Recommendation 3: To FAO on scope of projects**

**Keep the direct project interventions manageable.** The project provided direct support to value chains in five (5) countries. In retrospect, this presented logistical and other management challenges. A concentration on fewer country-level interventions could have led to achieving results more rapidly, and thus created the conditions conducive to developing the interventions into a model for future application. As it stands, the development of a model that leads to positive and sustainable changes (at various levels: production, marketing, governance, etc)-in agri-food chains and implicitly their upgrade into true value chains, (at various levels: productivity, marketing, governance, etc) still needs to be completed and should be the focus of future interventions.

**Recommendation 4: To FAO, CARICOM and member countries on partnerships**

**Stimulate partnerships to support implementation of Value Chain Approach (VCA) at national level.** The project engaged in partnerships with regional institutions, and some governments have played an active role, in promoting adoption of the VCA to agricultural development. Moreover, there is consensus that VCA will be key to implementation of the RFNSAP. However, project termination will leave a gap in even in some VCs supported by the project that will not automatically be filled by government or other institutions. It is therefore recommended that FAO, CARICOM and governments explore the potential for other government, donor, private sector and NGO initiatives, both current and planned, to support future VC work.

**Recommendation 6: To FAO (ESA, AGS and RLA/SLC) on documentation**

**Document key project outputs and material.** Given the existence of many high-quality documents, briefs etc produced by the project, FAO should make an effort to fully document and make available this material on the internet.



## **Annex 1. Evaluation Terms of Reference**

### **Draft Terms of Reference Evaluation of “Promoting CARICOM/ CARIFORUM Food Security” (GTFS/RLA/141/ITA) Phase II (2008-2010)**

July 2011

#### **Background**

1. Since May 2003, the Government of Italy has financed the “Promoting CARICOM/CARIFORUM Food Security” project in the Caribbean. This regional programme seeks to promote the sustainable attainment of food security by improvements to the policy environment that contributes to better trade and market opportunities and subsequently sustained increases in incomes and better nutrition. In accordance with the recommendations of a Tripartite Project Review of the programme’s first phase in June 2006, the Government of Italy agreed to finance a second phase with an original budget of US\$ 4,974,136 (later revised to US\$ 8,900,900).

2. The second phase of the Italian Government-funded project, “Promoting CARICOM/ CARIFORUM Food Security” (GTFS/RLA/141/ITA) Phase II (2008-2010), covering 15 member states of CARICOM and the Dominican Republic, aims to:

- Strengthen the capacity of CARICOM/ CARIFORUM countries to support regional efforts to formulate, implement and monitor regional policies related to food security, including in the areas of agriculture and trade;
- Support the establishment of effective institutional mechanisms at regional and national level for increasing the overall value and quality of food products produced, traded and consumed by expanding non-traditional agricultural production, enhancing trade of fresh and processed products through developing enterprises and promoting investments.

3. The project seeks to achieve these objectives through the implementation of a coherent set of activities centred on producing five main results:

- Result I: Agriculture Development Unit at CARICOM secretariat strengthened.
- Result II: Institutional framework for agribusiness and enterprise development strengthened.
- Result III: Commodity value-chains development strengthened.
- Result IV: Partnership and strategic market alliances strengthened.
- Result V: Farmer based organizations, production skills and agro-processing strengthened.

#### **Purpose of the Evaluation**

4. The Terminal Evaluation (TE) will examine activities initiated, supported and inspired by the project with the intention to provide the participating countries, FAO and the donor with an independent and objective assessment of the relevance, effectiveness and impact of the project. On

the basis of its assessment, the evaluation will make recommendations for the potential follow-up in terms of priorities, coverage and scope (including considerations regarding implementation).

## Scope of the Evaluation

5. In general, the Terminal Evaluation will assess the project's progress in implementing as envisaged in the original project document and the 2009 and 2010 Project Work Plans and Budgets. In particular, the TE will analyse the actions and outcomes under the two project components (improve the productivity and competitiveness of select value chains; evidence-based policy processes at regional and national levels), and assess the synergies achieved between the two components.

- A) The evaluation will assess critically the project through the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact and sustainability. In addition, mainstreaming of gender issues will also be a criterion for assessment.
- B) Within these criteria, the evaluation will analyse the following features of the project, as appropriate.

Relevance of the initiative to: national development priorities and needs, FAO Country Programming Framework and regional priorities, FAO Global Goals, relevant Strategic Objective and Organization Result/s and Core Functions<sup>27</sup>, Millennium Development Goals 1,3 and 7<sup>28</sup>;

Quality and realism of the theory of change and logical framework, including:

- i. Theory of change underpinning the intervention;
- ii. Quality of causal relationship between inputs, activities, outputs, outcomes and impact (specific and development objectives) in the logical framework;
- iii. Validity of indicators, assumptions and risks;

Quality and realism of the initiative's design, including:

- iv. Institutional set-up;
- v. Management arrangements;
- vi. Approach, methodology and adequacy of project duration;
- vii. Stakeholder and beneficiary identification.

Financial resources and financial management, including:

- viii. Adequacy of budget allocations to achieve outputs and promote outcomes;
- ix. Coherence and soundness of budget revisions in matching necessary adjustments in project implementation;
- x. Rate of delivery and budget balance at the time of the evaluation.

Management and implementation, including:

- xi. Effectiveness of strategic management, including quality and realism of work plans;
- xii. Efficiency and effectiveness of project management;
- xiii. Implementation gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken;

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<sup>27</sup> See Annex 3 of the Model TOR.

<sup>28</sup> MDG 1: Eradicate extreme poverty and hunger; MDG 3: Promote gender equality and empower women; MDG 7: Ensure environmental sustainability.

- xiv. Implementation, efficiency and effectiveness of internal monitoring and review processes;
- xv. Efficiency and effectiveness of coordination and steering bodies;
- xvi. Quality and quantity of administrative and technical support by FAO; and
- xvii. Timeliness, quality and quantity of inputs and support by governments and donor.

Project outputs and results: suggestions for the key outputs and outcomes are expected to come from the Lessons Learnt and Future Outlook Roundtable organized by the Project from 3-5 August 2011; however the evaluation team should feel free to explore in detail other specific outputs and outcomes.

Actual and potential contribution of outputs and outcomes to FAO's normative work and Core Functions.

Assessment of gender mainstreaming in the initiative. Assessment of gender mainstreaming in the initiative. This will cover:

- xviii. Analysis of how gender issues were reflected in project objectives, design, identification of beneficiaries and implementation;
- xix. Analysis of how gender relations and equality are likely to be affected by the initiative; and
- xx. Extent to which gender issues were taken into account in project management.

The prospects for sustaining and up-scaling the initiative's results by the beneficiaries and the host institutions after the termination of the initiative. The assessment of sustainability will include, as appropriate:

- xxi. Institutional, technical, economic and social sustainability of proposed technologies, innovations and/or processes;
- xxii. Environmental sustainability: the initiative's contribution to sustainable natural resource management, in terms of maintenance and/or regeneration of the natural resource base.

Overall effectiveness of the intervention: extent to which the initiative has attained, or is expected to attain, its intermediate/specific objectives.

The observable or likely positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

The actual or potential contribution of the initiative to the planned development objective/s and FAO Organizational Result/s, and hence, to corporate relevant Strategic Objective and Core Functions

- C) Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to specific lessons of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

## **Evaluation Methodology**

6. The evaluation will include the following:
- D) The evaluation will adhere to the UNEG Norms & Standards.
  - E) The evaluation will adopt a consultative, iterative and transparent approach with internal and external stakeholders throughout the whole process. Triangulation of evidence and information gathered will underpin the validation of evidence collected and its analysis and will support conclusions and recommendations.
  - F) The evaluation will make use of the following tools: review of project documentation and relevant external reports, semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; SWOT sessions<sup>29</sup> with project staff and key stakeholders, direct interaction with stakeholders during workshops, etc.
  - G) The team will decide which outputs and outcomes to assess in detail, within the available resources, in consultation with project management.

### ***Roles and Responsibilities***

7. The of roles and responsibilities in the evaluation process are distributed as follows:
- H) The Evaluation Team is responsible for conducting the evaluation, applying the methodology and for producing the evaluation report. Team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs.
  - I) The Team Leader guides and coordinates the team members in their work, discusses with them their findings, conclusions and recommendations and prepares the report.
  - J) The mission is fully responsible for its independent report which may not necessarily reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for ensuring conformity of the evaluation report with these terms of reference.

### ***Consultation Process***

8. Formal and informal consultation with FAO, the participating governments, the donor and any other stakeholders is an important part of the evaluation process. In this regard, the TE will:

- K) Maintain close liaison with the FAO Office of Evaluation, FAO offices at headquarters, regional, sub-regional or country level as appropriate, and all key stakeholders. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of participating governments, the donor or FAO.
- L) Present its preliminary findings, conclusions and recommendations during the data and information gathering phase: the team will meet with key stakeholders at a project workshop in Trinidad & Tobago, to discuss and obtain feedback.
- M) Circulate the TOR of the evaluation and the final draft report among key stakeholders before finalization; comments and suggestions will be incorporated as appropriate.

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<sup>29</sup> SWOT is a widely used strategic planning tool, useful also in the assessment of development interventions, to canvass their strengths and weaknesses, as well as future perspectives. It is particularly used in focus groups, but it can be adapted to individual interviews as well.

## ***The Evaluation Report***

9. The report will be structured according to the following criteria:
- N) The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the TOR. The report will be as clear and concise as possible and will be a self-standing document. Adequate balance will be given to its different parts, with focus on findings, conclusions and recommendations. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report and for future reference.
  - O) The structure of the report should facilitate in so far as possible the links between body of evidence, analysis and formulation of recommendations. These will be addressed to the different stakeholders: they may be strategic and/or operational and will have to be evidence-based, relevant, focused, clearly formulated and actionable.
  - P) The evaluation team leader and the team will agree on the outline of the report early in the evaluation process, based on the outline provided in Annex II of this TOR. The report will be prepared in English.
  - Q) The team leader bears responsibility for submitting the final draft report to FAO within four weeks from the conclusion of the mission. Within two additional weeks, FAO will submit to the team its comments and suggestions that the team will include as appropriate in the final report within one week.

## ***Composition of the evaluation team***

- R) The evaluation team will include three experts with relevant skills and expertise to assess the subject under evaluation:
- The Team Leader will be an evaluation expert with experience in leading large complex evaluations and a solid understanding of agricultural systems, food security policies and agricultural/rural development in general. The Team Leader will have overall responsibility for leading the team, coordinating the team members' inputs and compiling the evaluation report and drawing conclusions and recommendations.
  - Other team members will have a university degree and a minimum of 10 years of professional experience, or equivalent level of competence, in the respective areas of value chain analysis and agricultural policy planning and analysis.
- B) Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the initiative. All will sign the Declaration of Interest form of the FAO Office of Evaluation.

## ***Evaluation Timetable***

10. A tentative work-plan and time-table for the evaluation process is given below:

1 – 7 August 2011:	Trinidad & Tonago
8 August 2011:	Barbados
9 – 12 August:	Jamaica
13 – 15 August:	St Lucia
16 – 17 August:	Dominica
18 August:	Trinidad & Tobago

## **Annexes**

- I. List of key documents for the evaluation team*  
This should include the Project Document, progress reports, Back to Office reports, any technical report, Budget Revisions, etc.
- II. OED outline for project and programme evaluation reports*
- III. FAO Strategic Objectives, Organizational results and Core Functions 2010-19*

## **Annex 2. Itinerary and List of People Met**

Saturday, 30 July 2011: Arrival Bultemeier Port-of-Spain

Sunday, 31 July 2011: Preliminary Discussions with Project team and Backstoppers

Monday, 1 August 2011: as above

Tuesday, 2 August 2011: Start Stakeholder Workshop

### *Pre-Workshop Afternoon Meeting Value Chain Stakeholders Meeting*

**Hilton Trinidad and Conference Centre, Trinidad and Tobago  
2 August 2011, 1:00 pm – 5:00 pm**

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**A. POLICY COMPONENT: The members of the Technical Working Group (TWG) may wish to organize a meeting of partners on the policy action plan**

**B. VALUE CHAIN COMPONENT:**

**Roundtable: "Priority actions to support small and medium enterprises (SMAE) for improved backward linkages suppliers/farmers".**

- The outcome would feed into the workshop discussions on Thursday, 4 August 2011, but could also be used in the design of future programs and contribute to the overall recommendations for future work in support of agribusiness and food security in the Caribbean region.
- There will be about 20 participants representing agro-processors, buyers, farmers (including some additional SMAEs representatives and commercial farmers from Trinidad and Tobago), and business services providers.

### **Workshop Programme**

**Wednesday, 3 August 2011:**

*Morning session chaired by George Alcee, OECS and afternoon session chaired by Sergio Garcia, CARICOM*

*Purpose: To provide an update on project achievements and initiate discussions on supportive policies and follow-up activities for improved food security*

<b>Time</b>	<b>Session</b>
8:00 - 8:30	1. Registration
8:30 - 9:00	2. Opening Ceremony <ul style="list-style-type: none"> <li>• Chairman</li> <li>• Food and Agriculture Organisation of the United Nations</li> <li>• Nature Island Pineapple Producers Association</li> <li>• CARICOM Secretariat</li> <li>• Ministry of Food Production, Trinidad and Tobago</li> </ul>
9:00 - 9:30	<b>Refreshments</b>
9:30 - 10:15	3. <u>Workshop introduction:</u> <ul style="list-style-type: none"> <li>• Introductory remarks self introduction of participants – <i>Robert Best, FAO</i></li> <li>• Project background, workshop objectives and introduction to the programme – <i>Heiko Bammann, FAO</i></li> <li>• Update on the project status and activities – <i>Robert Best, FAO</i></li> </ul>
10:15 - 11:00	4. <u>Panel:</u> Clarification and discussion on project status Panel members: Robert Best, Michael Smart, Lafaele Enoka
11:00 - 12:00	5. <u>Presentation:</u> Caribbean Regional Food & Nutrition Security Policy with update on the Plan of Action, Implementation Framework and Priority Programs – Michael Smart, Policy Consultant
12:00 - 13:00	<b>Lunch</b>
13:00 - 14:00	6. <u>Working Groups:</u> Caribbean Regional Food & Nutrition Security Plan of Action: Implementation Framework and Priority Programs. <i>Moderator, Sharon Hutchinson, Chairperson, CARICOM TWG</i>
14:00 - 15:00	7. <u>Working Groups Report:</u> Caribbean Regional Food & Nutrition Security Plan of Action: Implementation Framework and Priority Programs
15:00 - 15:15	<b>Refreshments</b>
15:15 - 15:45	8. <u>Presentation:</u> Enabling Policy Environment for Value Chain Development - <i>Stacy Rose, Policy Consultant, FAO</i>
15:45 - 17:00	9. <u>Plenary Discussion:</u> Policies and implementing mechanisms for value chain and agribusiness development in CARICOM <i>Moderator: Johan David, FAO Consultant</i>

### **Thursday, 4 August 2011:**

*Morning session chaired by Doyle Baker, CaFAN and afternoon session chaired by Gregg Rawlings, IICA*

*Purpose: To establish the lessons learnt from the value chain work, identify best practices and make recommendations to policy makers, partner organisations and donor agencies based on experiences in the Caribbean region*



<b>Time</b>	<b>Session</b>
8:30 - 8:45	Recap Session - <i>Stacy Rose, FAO</i>
8:45 - 9:45	1. <u>Presentations:</u> Experiences with value chain upgrading - update on implementation and lessons learnt at national level <i>Value chain representatives:</i> <ul style="list-style-type: none"> <li>• Ackee: Marcia Williams, Clarendon Ackee Association, Jamaica</li> <li>• Onions: James Paul, Barbados Agriculture Society, Barbados</li> <li>• Pepper: Gary Ramirez, Ministry of Agriculture, Belize</li> <li>• Pineapple: Vivian Moise, NIPPA, Dominica</li> <li>• Salad Fruit: Vincentia Fatal, Bellevue Farmers Cooperative, Saint Lucia</li> </ul>
9:45 - 11:00	2. <u>Presentation and Panel:</u> <i>Value Chain Upgrading Strategies</i> - <i>Introducon: Heiko Bammann, Enterprise Development Officer, FAO</i> <ul style="list-style-type: none"> <li>• Vivian Moise, Nature Island Pineapple Producers Association, Dominica</li> <li>• Denyse Perkins, Jamaica Agro Processors Association, Jamaica</li> <li>• Roderick St Clair, National Marketing &amp; Importing Board, Grenada</li> <li>• Kemuel Jn Baptiste, Ministry of Agriculture, Saint Lucia</li> </ul>
11:00 - 11:15	<b>Refreshments</b>
11:15 - 12:30	3. <u>Presentation and Panel:</u> <i>Market Led Value Chains – Introduction: Lafaele Enoka, Market Adviser, FAO GTFS project</i> <ul style="list-style-type: none"> <li>• Vincentia Fatal, Bellevue Farmers Cooperative Ltd., Saint Lucia</li> <li>• Jethro Greene, Caribbean Farmers Network, St Vincent &amp; the Grenadines</li> <li>• Wilana Oldham, Hot Mamas Belize Ltd, Belize</li> <li>• Michael Pryce, Ministry of Agriculture &amp; Fisheries, Jamaica</li> </ul>
12:30 - 13:30	<b>Lunch</b>
13:30 - 15:00	4. <u>Presentation and Panel:</u> <i>Value Chain Governance, Coordination and Service Provider Support – Introduction: Robert Best, Value Chain Specialist, FAO GTFS project</i> <ul style="list-style-type: none"> <li>• Gary Ramirez, Ministry of Agriculture, Belize</li> <li>• Glendine Greaves, C &amp; W Star Trading, Barbados</li> <li>• Winston Magloire, Ministry of Agriculture, Dominica</li> <li>• Robert Reid, IICA, Trinidad &amp; Tobago</li> </ul>
15:00 - 15:15	<b>Refreshments</b>
15:15 - 16:30	5. <u>Presentation and Panel:</u> <i>Sustainable Value Chain Services Provision – Introduction: Jethro Greene, Chief Coordinator, CaFAN</i> <ul style="list-style-type: none"> <li>• Ardon Iton, CARDI, Trinidad &amp; Tobago</li> <li>• Stacy Rose, Regional Value Chain &amp; Policy Consultant</li> <li>• Steve Mangal, Guyana Agriculture Producers Association, Guyana</li> <li>• Alistar Greene, Trinidad &amp; Tobago Agribusiness Association, Trinidad &amp; Tobago</li> </ul>
17:00 - 19:00	<i>Meeting of Regional Agencies Supporting Value Chain Work – Sergio Garcia, CARISEC</i>

## **Friday, 5 August 2011:**

Morning session chaired by Dr Ballayram, CFNI and afternoon session chaired by Dr. Arlington Chesney, CARDI

*Purpose: To understand the project's impact, lessons learnt and seek agreement on the priority areas of the action plan for the RNFSP and next steps*

<b>Time</b>	<b>Session</b>
8:30 - 8:45	Recap Session – <i>Lisa Martinez, FAO</i>
8:45 - 9:15	1. <u>Presentations</u> : Project and Impact and Lessons Learnt: <ul style="list-style-type: none"> <li>• Policy Component – <i>Overview: Michael Smart</i></li> <li>• Value Chain Component – <i>Overview: Robert Best</i></li> </ul>
9:15 - 10:30	2. <u>Working Groups</u> : Project Impact and Lessons Learnt <ul style="list-style-type: none"> <li>• Plenary presentations feedback</li> </ul> <i>Moderator: Winston Rudder, FAO Consultant</i>
10:30 - 10:45	<b>Refreshments</b>
10:45 - 11:30	3. <u>Panel</u> : Statements on strategies and approaches for supporting food security and value chain program by Development Partners involved in implementing the action plan. <i>Moderator: Sharon Hutchinson, Chairperson, CARICOM TWG</i>
11:30 - 13:00	4. <u>Working Groups</u> : Elaboration and prioritization of strategies and approaches for supporting food security and value chain program ( <i>including roles and importance of business and value chains in achieving food and nutrition security</i> ). <i>Moderator: Sharon Hutchinson, Chairperson, CARICOM TWG</i>
13:00 - 14:00	<b>Lunch</b>
14:00 - 15:45	5. <u>Working Group Report</u> : Presentation and discussion of strategies, approaches and “next steps” and workshop recommendations to COTED <i>Moderator: Sergio Garcia, CARICOM Secretariat</i>
15:45 - 16:00	<b>Refreshments</b>
16:00 - 16:45	6. <u>Plenary</u> : Agreement on “next steps” and workshop recommendations to COTED <i>Moderator: Sergio Garcia, CARICOM Secretariat</i>
16:45	7. Closing Remarks <ul style="list-style-type: none"> <li>• Caribbean Farmers Network</li> <li>• Food and Agriculture Organisation of the United Nations</li> <li>• Civil Society Representative</li> <li>• CARICOM Secretariat</li> <li>• Ministry of Food Production, Trinidad and Tobago</li> </ul>

## ATTACHMENT B

### Workshop Presentations

#### Day 1:

- **Presentations:**
  - Background, Objectives and Program, Heiko Bammann, (PowerPoint)
  - Update on the Project Status and Activities: Robert Best (PowerPoint)
  - Caribbean Regional Food and Nutrition Security Policy: Michael Smart (PowerPoint)
  - Enabling Policy Environment for Value Chain Development : Stacy Rose (PowerPoint)
  - Regional Food and Nutrition Security Action Plan – Short-Term Priorities: Dr. Sharon Hutchinson (Word).
  - Regional Food and Nutrition Security Action Plan – Draft Implementation Framework: Dr Sharon Hutchinson

#### Day 2:

- **Value Chain Presentations:**
  - Barbados Onion Value Chain Glendine Greaves (PowerPoint)
  - Belize Hot Pepper Value Chain: Gary Ramirez (PowerPoint)
  - Jamaica Ackee Value Chain: Marcia Williams (PowerPoint)
  - Saint Lucia Salad Fruit Value Chain: Vincentia Fatal (PowerPoint)
  - Dominica Pineapple Value Chain: Dr. Vivian Moise
  - Value Chain Upgrading Strategies: Heiko Bammann (PowerPoint)
  - Implementing a Market Led Value Chain Approach: Lafaele Enoka (PowerPoint)
  - Value Chain Governance, Coordination and Service Provider Support: Robert Best (PowerPoint)
  - Sustainable Value Chain Services Provision: Jethro Greene

#### Day 3:

- **Presentations:**
  - Centre for the Development of Enterprise (CDE), Dominican Republic (PowerPoint)
  - Projects Impacts and Lessons Learnt: Policy Component: Johan David (PowerPoint)
  - Project Impact and Lessons Learnt: Value Chain Component, Robert Best (PowerPoint)
  - Recap – Markets and Productivity (PowerPoint)

## ATTACHMENT C

### Lessons Learnt and Future Outlook Roundtable – 3-5 August 2011 List of Participants

#	Name/ Designation	Organization/ Address	Tel/ Fax/ Mobile/ Email
1	Ms. Pamela R. Thomas <i>Farmer/ President TFPC</i>	Team Fresh Produce (TFPC) St. John's <b>Antigua and Barbuda</b>	Mobile # (268) 268-770-9871/ 461-8998 <a href="mailto:samoth32@yahoo.com">samoth32@yahoo.com</a>
2	Ms. Brickell Pinder <i>Chief Economist</i>	Ministry of Agriculture and Marine Resources East Bay Street P.O. Box N 3028 Nassau <b>The Bahamas</b>	Tel # (242) 325-7502/ 7413 Fax # (242) 322-1767 <a href="mailto:brickellpinder@bahamas.gov.bs">brickellpinder@bahamas.gov.bs</a>
3	Mr. Charleston Lucas <i>Deputy Chief Agricultural Officer</i>	Ministry of Agriculture and Rural Development P.O. Box 505 Graeme Hall Christ Church <b>Barbados</b>	Tel # (246) 434-5000 Fax # (246) 428-7777 Mobile # (246) 837-7874 <a href="mailto:chestonluc@yahoo.com">chestonluc@yahoo.com</a>
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5	Ms. Glendine Greaves <i>Chief Executive Officer</i>	C & G Star Trading Limited Building #1 Grantley Adams Industrial Estate <b>Barbados</b>	Tel # (246) 428-0984 Fax # (246) 420-7123 Mobile # (246) 264-8511 <a href="mailto:gstarfoods@hotmail.com">gstarfoods@hotmail.com</a>
6	Ms. Sarah Lionel <i>Senior Programme Officer</i>	<b>Caribbean Disaster Emergency Management Agency (CDEMA)</b> <b>Manor Lodge Complex – Building #1</b> <b>St. Michael</b> Barbados	Tel # (246) 425-0386 Fax # (246) 425-8854 Mobile # (246) 246-2671 <a href="mailto:sarah.lionel@cdema.org">sarah.lionel@cdema.org</a>
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8	4.2.1.1.1.1 Mr. Gary Ramirez 4.2.1.1.1.2 <i>Extension Officer</i>	Ministry of Agriculture and Fisheries West Block Building	Tel # (501) 822-2241-2 Fax # (501) 822-2409

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42	4.2.1.1.1.7 Dr. Isabella Francis-Granderson <i>Lecturer Agricultural Economics &amp; Extension</i>	The University of the West Indies (UWI) Faculty of Agriculture and Natural Sciences St. Augustine <b>Trinidad and Tobago</b>	Tel # (868) 662-2002 x 3209 Fax # (868) 645-0479 <a href="mailto:isabella.granderson@sta.uwi.edu">isabella.granderson@sta.uwi.edu</a> <a href="mailto:igranderson@hotmail.com">igranderson@hotmail.com</a>
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**Food and Agriculture Organization of the United Nations (FAO-UN)**



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**Evaluation Mission Project GTFS/RLA/141/ITA  
“Promoting CARICOM/CARIFORUM Food Security”**

**BARBADOS, 7-9 August 2011**

<b>Date</b>	<b>Time</b>	<b>Ministry/ Institutions</b>	<b>Remarks</b>
7 August 2011	BW446 7:30pm	Arrive into Barbados  Worthing Court Apartment Hotel Christ Church Barbados Tel # (246) 434-8400 and Fax # (246) 435-7374 Email: <a href="mailto:info@worthingcourt.com">info@worthingcourt.com</a> Website: <a href="http://www.worthingcourt.com/">http://www.worthingcourt.com/</a> Reservations – Ms. Tracia Mascoll	
8 August 2011	8:00am	Mr. James Paul Chief Executive Officer Barbados Agricultural Society (BAS) The Grotto, Beckles Road St. Michael, Barbados Tel # (246) 436-6683 and Fax # (246) 435-0651 Mobile # (246) 230-4830 <a href="mailto:bdosagriculturalsociety@caribsurf.com">bdosagriculturalsociety@caribsurf.com</a> <a href="mailto:heshimu@caribsurf.com">heshimu@caribsurf.com</a>	
8 August 2011	<b>To confirm</b>	Mr. Michael King Permanent Secretary Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development P.O. Box 506, Graeme Hall Christ Church, Barbados Tel: (246) 428-4065 and Fax: (246) 428-7777 <a href="mailto:ps@minagriculture.gov.bb">ps@minagriculture.gov.bb</a>	
8 August 2011	11:0am	Ms. Glendine Greaves Chief Executive Officer C & G Star Trading Limited Building #1, Grantley Adams Industrial Estate Barbados Tel # (246) 428-0984 and Fax # (246) 420-7123 Mobile # (246) 264-8511 <a href="mailto:gstarfoods@hotmail.com">gstarfoods@hotmail.com</a>	

Date	Time	Ministry/ Institutions	Remarks
8 August 2011	3:30pm	Mrs. Florita Kentish Sub-Regional Coordinator for the Caribbean FAO United Nations House – 2nd Floor Marine Gardens, Christ Church P.O. Box 631-C, Bridgetown Barbados Tel # (246) 426-7110 and Fax # (246) 427-6075 <a href="mailto:florita.kentish@fao.org">florita.kentish@fao.org</a>	
9 August 2011	BW414 7:25am	Depart Barbados	

**Evaluation Mission Project GTFS/RLA/141/ITA  
“Promoting CARICOM/CARIFORUM Food Security”**

**JAMAICA, 9-12 August 2011**

Date	Time	Ministry/ Institutions	Remarks
9 August 2011	BW414 11:00am	Arrive into Jamaica  <b>The Knutsford Court Hotel</b> 16 Chelsea Avenue Kingston 5, Jamaica Tel # (876) 929-1000 Fax # (876) 960-7373 Email: <a href="mailto:sales@knutsfordcourt.com">sales@knutsfordcourt.com</a> Website: <a href="http://www.knutsfordcourt.com/">http://www.knutsfordcourt.com/</a> Reservations – Ms. Roxanne Mc Farlane	
9 August 2011	3:00pm	Dr. Donald Keith Amiel President Caribbean Agribusiness Association (CABA) c/o Caribbean Broilers Upper Waterloo Road Kingston, Jamaica Tel # (876) 978-7775 and Fax # (876) 922-9478 Mobile # (876) 382-8887 <a href="mailto:keith.amiel@cabaregional.org">keith.amiel@cabaregional.org</a> <a href="mailto:keith.amiel@groupcb.com">keith.amiel@groupcb.com</a>	At the hotel
10 August 2011	10:00am	Mr. Devon Francis President St. Elizabeth Ackee Association (SEAA) c/o Rural Agricultural Development Authority	Ms. Donna Bromfield # (876) 774-3246

Date	Time	Ministry/ Institutions	Remarks
		(RADA) 63 Coke Drive, Santa Cruz St. Elizabeth, Jamaica Tel # (876) 381-6430 <a href="mailto:frannoxavy@yahoo.com">frannoxavy@yahoo.com</a>	
10 August 2011	3:00pm	Ms. Marcia Williams Secretary Clarendon Ackee Association (CAA) Rock River Post Office Clarendon, Jamaica Tel # (876) 986-9598 and Mobile # (876) 480-9242 <a href="mailto:tijule01@yahoo.com">tijule01@yahoo.com</a>	
11 August 2011	8:30am	Mr. Donovan Stanberry Permanent Secretary Ministry of Agriculture and Fisheries Hope Gardens Kingston 6, Jamaica Tel # (876) 927-1731/1790 Tel # (876) 927-1505 (direct) Fax # (876) 927-1904 <a href="mailto:psoffice@moa.gov.jm">psoffice@moa.gov.jm</a> <a href="mailto:dpstanberry@moa.gov.jm">dpstanberry@moa.gov.jm</a>	Permanent Secretary out of town; Ms Zuleikha Budhan arranged a meeting with the Ministry's Officials
11 August 2011	10:00am	Mr. Paul Bravo Managing Director Central Food Packers Ltd. P.O. Box 75 Kingston 6, Jamaica Tel # (876) 984-3118 <a href="mailto:sunrite@cwjamaica.com">sunrite@cwjamaica.com</a>	
11 August 2011	10:00am	Ms. Denyse Perkins Immediate Past President Jamaica Agro Processors Association (JAPA) c/o JEA 1 Winchester Road Kingston, Jamaica Mobile # (876) 379-4749 <a href="mailto:denyseperkins@gmail.com">denyseperkins@gmail.com</a>	Met at Mr. Bravo's office
11 August 2011	2:00pm	Mrs. Janet Lawrence Principal Director Field Services/ Operations Technology, Training, and Technical Information Division	

Date	Time	Ministry/ Institutions	Remarks
		Rural Agricultural Development Authority (RADA) Hope Gardens Kingston 6, Jamaica Tel # (876) 927-2280 and Fax # (876) 702-4440 Mobile # (876) 564-3542 <a href="mailto:lawrencej@rada.gov.jm">lawrencej@rada.gov.jm</a>	
12 August 2011	9:00am	Mr. Ellis James Ling Public Education Coordinator/ Acting Training Coordinator Training Coordinator Bureau of Standard 6 Winchester Road, P.O. Box 113 Kingston 10, Jamaica Tel # (876) 926-3140 and Fax # (876) 929-4736 <a href="mailto:eling@bsj.org.jm">eling@bsj.org.jm</a>	Also met:  <ul style="list-style-type: none"> <li>Ms. Julia Bonner Douett, Director <a href="mailto:jdouett@bsj.org.jm">jdouett@bsj.org.jm</a></li> <li>Mr. Ellis James Ling, Public Education Coordinator/ Acting Training Coordinator <a href="mailto:eling@bsj.org.jm">eling@bsj.org.jm</a></li> </ul>
12 August 2011	BW415 12:45pm	Depart Jamaica	

**Evaluation Mission Project GTFS/RLA/141/ITA  
“Promoting CARICOM/CARIFORUM Food Security”**

**SAINT LUCIA, 12-15 August 2011**

Date	Time	Ministry/ Institutions	Remarks
12 August 2011	LI 770 9:00pm	Arrive into Saint Lucia  <b>Auberge Seraphine</b> Vielle Ville Bay Pointe Seraphine Castries Saint Lucia Tel # (758) 456-3000/ 453-2073 Fax # (758) 451-7001 Email: <a href="mailto:auberge@candw.lc">auberge@candw.lc</a> Website: <a href="http://www.aubergeseraphine.com">http://www.aubergeseraphine.com</a> Reservations – Mr. Caius Amiable	
13 August 2011	-	-	-
14 August 2011	-	-	-
15 August 2011	9:00am	Mr. Kervin Stephenson Officer in Charge/ Regional Specialist in	To also meet with the following person:

Date	Time	Ministry/ Institutions	Remarks
		Projects Inter-American Institute for Cooperation on Agriculture (IICA) Sir Stanislaus James Building – 4 <sup>th</sup> Floor Waterfront Castries Saint Lucia Tel # (758) 451-6760 Fax # (758) 451-6774 <a href="mailto:kervin.stephenson@iica.int">kervin.stephenson@iica.int</a>	<ul style="list-style-type: none"> <li>Mr. Curt Delice National Specialist <a href="mailto:curt.delice@iica.int">curt.delice@iica.int</a></li> </ul>
15 August 2011	10:00am	Ms. Sonia Monrose Deputy Permanent Secretary Ministry of Agriculture, Forestry and Fisheries Sir Stanislaus James Building – 5 <sup>th</sup> Floor Waterfront Castries Saint Lucia Tel # (758) 468-4103 Fax # (758) 453-6314 <a href="mailto:ps@maff.egov.lc">ps@maff.egov.lc</a> <a href="mailto:pssecretary@maff.egov.lc">pssecretary@maff.egov.lc</a>	
15 August 2011	1:00pm	Bellevue Farmers Co-operative Society Limited (BVFC) P.O. Box 292 Soufriere Saint Lucia Tel # (758) 457-1632 Fax # (758) 459-7188 <a href="mailto:bellevue_coop@yahoo.com">bellevue_coop@yahoo.com</a>	To meet with the following persons: <ul style="list-style-type: none"> <li>Mr. Raphael Felix General Manager</li> <li>Mr. Tom Kuk Advisor</li> <li>Ms. Vincentia Fatal Board Secretary</li> </ul>
15 August 2011	2:30pm	Mr. Ace Jn Panel President Black Bay Small Farmers Association Saint Lucia	
15 August 2011	2:30pm	Ms. Christine Sonson Group Secretary Banse Farmers Group Saint Lucia	To meet at Black Bay
15 August 2011	2:30pm	Ms. Kate Edmee Group Secretary Grace Farmers Group Saint Lucia	To meet at Black Bay
15 August	LI 338	Depart Saint Lucia	

Date	Time	Ministry/ Institutions	Remarks
2011	8:55pm		

**Contact details for Mr. Kemuel Jn Baptiste:**

Mr. Kemuel Jn Baptiste  
 Chief Extension Officer  
**Ministry of Agriculture, Forestry and Fisheries**  
**Sir Stanislaus James Building – 5<sup>th</sup> Floor**  
**Waterfront**  
**Castries**  
**Saint Lucia**  
 Tel # (758) 468-4103/ 4104  
 Fax # (758) 453-6314/ 1262  
 Mobile # (758) 488-2159  
[kemuelmj@hotmail.com](mailto:kemuelmj@hotmail.com) or [kemuelmj@yahoo.com](mailto:kemuelmj@yahoo.com)

**Evaluation Mission Project GTFS/RLA/141/ITA**  
**“Promoting CARICOM/CARIFORUM Food Security”**

**DOMINICA, 16-17 August 2011**

Date	Time	Ministry/ Institutions	Remarks
16 August 2011	LI 754 8:55am	Arrive into Dominica  <b>Fort Young Hotel</b> Victoria Street Roseau Dominica Tel # (767) 448-5000 Fax # (767) 448-5006 Email: <a href="mailto:gm@fortyounghotel.com">gm@fortyounghotel.com</a> Website: <a href="http://fortyounghotel.com/index2.cfm">http://fortyounghotel.com/index2.cfm</a> Reservations – Ms. Tarisha Thomas	
16 August 2011	11:00am	Mr. Ricky Brumant Director of Agriculture Ministry of Agriculture and Forestry Kennedy Avenue Roseau, Dominica Tel # (767) 448-2401 and Fax # (767) 448-7999	Meeting to be held at the Botanical Gardens Office



Date	Time	Ministry/ Institutions	Remarks
		<a href="mailto:rebrumant@hotmail.com">rebrumant@hotmail.com</a>	
16 August 2011	12:00noon	Mr. Samuel Carrette Permanent Secretary (Ag.) Ministry of Agriculture and Forestry Kennedy Avenue Roseau, Dominica Tel # (767) 448-2401 and Fax # (767) 448-7999 <a href="mailto:psagriculture@cwdom.dm">psagriculture@cwdom.dm</a>	Meeting to be held at the Government Headquarters
16 August 2011	1:00pm to 2:00pm	<b>LUNCH</b>	
16 August 2011	2:30pm	Meeting with the Pineapple Value Chain Coordinating Committee (PVCCC) PVCCC Members: <ul style="list-style-type: none"> <li>• Dr. Vivian Moise - Chairman / PVCCC and NIPPA Representative</li> <li>• Mr. Winston Magloire – MoA Representative</li> <li>• Mr. Michael Fagan – BELLO Representative</li> <li>• Mr. Cecil Joseph – DHA Representative</li> <li>• Mr. Lloyd Pascal – DEXIA Representative</li> <li>• Mr. Challenger – NDFD Representative</li> </ul> DHA – Dominica Hucksters Association NDFD – National Development Foundation of Dominica	Meeting to be held at the Botanical Gardens Conference Room
17 August 2011	8:30am	Mr. Errol Emmanuel General Manager Dominica Agricultural Producers and Exporters Limited (DAPEX) Fond Cole Dominica	Meeting to be held at the DAPEX Office at Fond Cole
17 August 2011	9:30am	Ms. Sharon Jones-Armour Country Representative - Dominica Caribbean Agricultural Research and Development Institute (CARDI) P.O. Box 346 NDC Building Valley Road, Bath Estate Roseau, Dominica Tel # (767) 448-2715 and Fax # (767) 448-5690 <a href="mailto:cardi@cwdom.dm">cardi@cwdom.dm</a>	Meeting to be held at the CARDI Office at Bath Estate
17 August 2011	10:30am	Mr. Gregoire Thomas General Manager Dominica Export Import Agency (DEXIA) P.O. Box 173 Bayfront Roseau, Dominica Tel # (767) 448-2780/ 3494-5 Fax # (767) 448-6308	Meeting to be held at the DEXIA Office at Bay Front

Date	Time	Ministry/ Institutions	Remarks
		<a href="mailto:dexia@cwdom.dm">dexia@cwdom.dm</a>	
17 August 2011	11:30am	Dr. Steve John Director Dominica Bureau of Standards (DBOS) P. O. Box 1015 9 Great Marlborough Street Roseau, Dominica Tel # (767) 448-1685 and Fax # (767) 449-9217 <a href="mailto:info@dominicastandards.org">info@dominicastandards.org</a>	Meeting to be held at the DBOS Office in Roseau
17 August 2011	2:30pm	Depart for Melville Hall	
17 August 2011	LI 558 6:00pm	Depart Dominica	

### Contact details for Mr. Winston Magloire

Mr. Winston Magloire  
*Technical Officer, Projects & Services*  
 Ministry of Agriculture, Forestry, Fisheries and the Environment  
 Government Headquarters  
 Kennedy Avenue  
 Roseau  
 Dominica  
 Tel # (767) 448-2401/ 2561  
 Fax # (767) 448-7999/ 5200  
 Mobile # (767) 235-2565  
[wmagloire@gmail.com](mailto:wmagloire@gmail.com)

18 August 2011: Debriefing Evaluation Team with Project Staff

19 August 2011: Departure Bultemeier

### **Annex 3. Key Evaluation Questions (for VC Component)**

#### **Farmers/Producers**

Age (approximate is enough) /Sex

Educational background (comfortable with record-keeping, planning, etc)

Farmer since when?

Other occupation? (Former occupation?)

Main production line(s)?

Share between home consumption and commercial production?

Observations regarding before and after project – what did change once they adopted VC approach? (Farming practices, crop/product mix, market orientation, changes in acreage, production, productivity, income)

Training or other support received?

Any problems experienced? Where can they get advice? (Production as well as marketing/business issues)

Where do they buy seeds, and inputs? Is supply always available? (Did supply arrangements change with project?)

Have they promoted VC approach among fellow farmers? If yes, how many others farmers have adopted VC? (Joined the coop/association?)

Plans for the future? (What will happen when the project ends in 2011?)

#### **Producer Coops/Associations/ Groups**

When did the Coop/Assoc/Group start?

Do they have statutes? Management Committee? (E.g. president, secretary, treasurer ... why did people volunteer for these positions?)

Composition men/women?

How many members before project, how many now?

What attracted the new members?

Observations regarding before and after project – what did change once they adopted VC approach? (Farming practices, crop/product mix, market orientation, changes in acreage, production, productivity, income)

Training or other support received?

Did they exist already as a group before becoming a Coop/Assoc/Group?

Are Coop/Assoc/Group members also members of other organizations?

Do all members participate equally?

What assets does the Coop/Assoc/Group own? (List)

Any problems experienced?

Do they plan together (productions plans)? Do they buy inputs/implements as group?

Frequency of interaction with extension agent/support services? (Do they think they get enough support?)

Is the Coop/Assoc/Group part of a network?

Plans for the future? (What will happen when the project ends in 2011?)

### **Value Chain Committee**

Which function does it perform? Does it have statutes?

Who are the main constituents? Producers, processors, buyers, others?

Composition? (Breakdown by gender, institutions)

VC Committee members ad personam, or through institution?

Observations regarding before and after project – what did change once they adopted VC approach? (Farming practices, crop/product mix, market orientation, changes in acreage, production, productivity, income)

Training or other support received?

Any problems experienced?

How do VC Committee members see the business developing?

Plans for the future? (What will happen when the project ends in 2011?)

### **Service Providers**

When did they become service providers?

Which training (or other support) on VC work have they received?

Do they feel competent? (Do they have enough information material? And technical backstopping?)

How many VC activities do they support?

How do they see the VC work mature?

Plans for the future? What will happen when the project ends in 2011?

### **Ministry of Agriculture (Government)**

What do they see as strong points, what as constraints in VC concept?

If positive answer: has there been a shift towards VC in government programmes and policies concerning agriculture?

Are there programmes by other ministries, institutions and organizations that support VC?

Do they see local VC actors taking up VC work on their own? Or do they see a continuing role by government?

How pervasive is the VC concept in country? What has been the trend?

How did they participate in the coordination of project activities? Was there enough involvement, consultation, information?

Plans for the future? What will happen when the project ends in 2011?

**Other actors in VC (buyers, processors, agric societies, etc)**

What do they see as strong points, what as constraints in VC concept?

If positive answer: has there been a shift towards VC in their work?

Are there programmes by other ministries, institutions and organizations that support a VC approach?

What has been their role in the project? Was there enough (too much?) interaction with other project stakeholders (Project Coordinator, other project staff, other institutions, government, others)?

Plans for the future? What will happen when the project ends in 2011?

#### **Annex 4. Documents Consulted**

Project-related documentation (project document, progress reports, workshop reports, technical documents, etc)

CONFERENCE ON AGRICULTURAL VALUE CHAIN FINANCING  
CONFERENCE PROCEEDINGS  
December 12–14, 2007  
Kuala Lumpur, Malaysia  
ASIAN PRODUCTIVITY ORGANIZATION

Schmitz, H. (2005): Value Chain Analysis for Policy Makers and Practitioners. International Labour Office

ACDI/VOCA (2006): World Report Fall 2006: The Value Chain Approach; Strengthening Value Chains to Promote Economic Opportunities

Various websites related to VC and development in the Caribbean

## Annex 5. Financial Statement Dec 2011

### TF Project Status Report Split by Prior/Current/Future Years (Aggregate Values)

Activity: TFIT33LT03254

Expenses Include: C. Actuals + Hard CMTs + Soft CMTs

**Up To Period: 2015-13**

TF Activity: TFIT33LT03254 121711 GTFS/RLA/141/ITA (Project) | Organisation: N/A

		Prior Years			Current Year 2015 Up To:2015-13			Cumulative Up To 2015-13			Project Total		
		Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance
Funds Received	3051 TF Contributions Received (Child)		<8,900,901>	8,900,901					<8,900,901>	8,900,901		<8,900,901>	8,900,901
	<b>Total Funds Received</b>		<8,900,901>	<b>8,900,901</b>					<8,900,901>	<b>8,900,901</b>		<8,900,901>	<b>8,900,901</b>
Expenditure	5011 Salaries Professional (Parent)	783,084	788,466	<5,381>	0	0	0	783,084	788,466	<5,381>	783,084	788,466	<5,381>
	5012 Salaries General Service (Parent)	684,551	699,576	<15,026>	0	0	0	684,551	699,576	<15,026>	684,551	699,576	<15,026>
	5013 Consultants (Parent)	1,484,102	1,464,887	19,215	0	0	0	1,484,102	1,464,887	19,215	1,484,102	1,464,887	19,215

5014 Contracts (Parent)	1,019,710	923,751	95,959	0	0	0	1,019,710	923,751	95,959	1,019,710	923,751	95,959
5020 Locally Contracted Labour (Parent)	18,670	19,304	<634>	0	0	0	18,670	19,304	<634>	18,670	19,304	<634>
5021 Travel (Parent)	1,569,186	1,511,313	57,873	0	0	0	1,569,186	1,511,313	57,873	1,569,186	1,511,313	57,873
5023 Training (Parent)	213,383	249,224	<35,841>	0	0	0	213,383	249,224	<35,841>	213,383	249,224	<35,841>
5024 Expendable Procurement (Parent)	629,978	726,864	<96,885>	0	0	0	629,978	726,864	<96,885>	629,978	726,864	<96,885>
5025 Non Expendable Procurement (Parent)	649,871	507,001	142,870	0	0	0	649,871	507,001	142,870	649,871	507,001	142,870
5026 Hospitality (Parent)	0	0	0				0	0	0	0	0	0
5027 Technical Support Services (Parent)	348,755	261,375	87,380	0	0	0	348,755	261,375	87,380	348,755	261,375	87,380
5028 General Operating Expenses (Parent)	598,596	436,568	162,028	0	0	0	598,596	436,568	162,028	598,596	436,568	162,028
5029 Support Costs (Parent)	863,369	974,355	<110,986>	0	0	0	863,369	974,355	<110,986>	863,369	974,355	<110,986>
5040 General Operating Expenses - external common services (Parent)	37,215	7,449	29,766	0	0	0	37,215	7,449	29,766	37,215	7,449	29,766
5050 General Operating Expenses - internal common services (Parent)	430	430	0				430	430	0	430	430	0
<b>Total Expenditure</b>	<b>8,900,900</b>	<b>8,570,561</b>	<b>330,339</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,900,900</b>	<b>8,570,561</b>	<b>330,339</b>	<b>8,900,900</b>	<b>8,570,561</b>	<b>330,339</b>
<b>Balance</b>		<b>&lt;330,340&gt;</b>			<b>0</b>			<b>&lt;330,340&gt;</b>			<b>&lt;330,340&gt;</b>	



## Annex 6. List of Project Publications 2009-11 (Draft)

### Policy Component

#### Result I – Agriculture Development Unit at CARICOM Secretariat Strengthened:

Document	CD	Print	MS	MOA
<b>Meeting Reports:</b>				
<ul style="list-style-type: none"> <li>Report of the Workshop for the Formulation of a Regional Policy for Food and Nutrition Security in the Caribbean held in Guyana on 30 November – 1 December 2009</li> </ul>	x	x		
<ul style="list-style-type: none"> <li>Report of the First Meeting of the Technical Policy Working Group (TWG) held in Guyana on Grenada on 23-24 March 2010</li> </ul>	x			
<ul style="list-style-type: none"> <li>Report on the Second Meeting of the Technical Policy Working Group (TWG) – Video Conference held in Trinidad and Tobago, 16 April 2011</li> </ul>	x			
<ul style="list-style-type: none"> <li>Report on the Third Meeting of the Technical Working Group (TWG) held in Guyana on 24-27 May 2010</li> </ul>	x			
<ul style="list-style-type: none"> <li>Validation Workshop for the Draft CARICOM Regional Food and Nutrition Security Policy (RFNSP) held in Guyana on 28-29 September 2010</li> </ul>	x			
<ul style="list-style-type: none"> <li>Technical Working Group (TWG) Meeting for the Formulation of the Action Plan for the Implementation of the Regional Food and Nutrition Security Policy (RFNSP) held in Guyana on 17-21 January 2011</li> </ul>	x			
<ul style="list-style-type: none"> <li>Technical Working Group (TWG) for the Preparation of the Regional Food and Nutrition Security Policy (RFNSP) Action (Implementation) Programme held in Belize on 11-15 July 2011</li> </ul>				
<b>Policies and Action Plans:</b>				

Document	CD	Print	MS	MOA
• Regional Food and Nutrition Security Policy (RFNSP) – English,	x	x		
• Regional Food and Nutrition Security Policy (RFNSP) – French (Draft)				
• Regional Food and Nutrition Security Policy (RFNSP) –Spanish (Draft)				
• Regional Food and Nutrition Security Policy (RFNSP) – Action Plan (Pending)	x	x		
<b>Thematic Studies:</b>				
• Reducing the CARICOM Food Import Bill and the Real Cost of Food: Policy and Investment Options by Sacha Peter Silva (Draft)	x	x		
• An Analysis of the Policy Environment Supporting Agri-Food Chain Development in Selected CARICOM States by Stacy Rose (Pending)	x	x		
<b>Policy Briefs:</b>				
• Regional Food and Nutrition Security Policy (RFNSP)	x	x		
• Regional Food and Nutrition Security Policy (RFNSP) – Formulation	x	x		
• Improving Nutrition for Better Health: Obesity, NCD and Micro-nutrient Deficiencies by NFNCCJ (Awaiting CARICOM Clearance)	x	x		
• Review of the Economics of Climate Change in the Caribbean by Economic Commission for Latin America and the Caribbean (ECLAC) (Awaiting CARICOM Clearance)	x	x		

Document	CD	Print	MS	MOA
• Nutrition Safety and Safe Food (Awaiting CARICOM Clearance)	x	x		
• Directions for Safety in Agricultural Health in the Amidst in Non Tariff Barriers (Awaiting CARICOM Clearance)	x	x		
• Reducing the CARICOM Food Import Bill and the Real Cost of Food: Policy and Investment Options by Sacha Peter Silva (Awaiting CARICOM Clearance)	x	x		
• An Analysis of the Policy Environment Supporting Agri-Food Chain Development in Selected CARICOM States by Stacy Rose (Pending)	x	x		
• Value Chains (Heiko) (Pending)	x	x		
<b>National Consultations:</b>				
• National Consultations Workshop Notes	x			
• Guyana – 29 October 2010 (Pending)	x			

### Value Chain Component

#### Result II – Institutional Framework for Agri-Business and Enterprise Development Strengthened:

Document	CD	Print	MS	MOA
<b>Thematic Study:</b>				
• CARICOM Fresh and Processed Produce Organizations Needs Assessment Study (Farmers Organizations,	x			

Agribusiness Associations, Market et al Organizations), May 2009				
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### Value Chain Component

### Result III – Commodity Value Chains Development Strengthened:

Document	CD	Print	MS	MOA
<b>Meeting Reports:</b>				
• Caribbean Agri-Food Value Chain “Kick-Off” Workshop held in Trinidad and Tobago on 5-8 May 2009	x	x		
• Caribbean Agri-Food Value Chain Upgrading Strategy and Action Planning Workshop held in Barbados on 12-16 October 2009	x	x		
• Regional Training on Agri-business Management for Farmers Organizations held in Saint Lucia on 26-30 July 2010	x	x		
• Caribbean Value Chain Promotional Seminar held in Grenada on 20 October 2010	x	x		
• Lessons Learnt and Future Outlook Roundtable held in Trinidad and Tobago on 3-5 August 2011 (Draft)	x	x		
<b>Thematic Study:</b>				
• CARICOM/CARIFORUM Fresh and Processed Produced Market Opportunity Study, July 2009	x	x		
<b>Business Model Assessments:</b>				
• Jamaica Ackee Business Model Assessment and Value Chain Upgrading Plan, November 2009	x			

<b>Document</b>	<b>CD</b>	<b>Print</b>	<b>MS</b>	<b>MOA</b>
• Guyana Bottled Coconut Water Business Model Assessment and Value Chain Upgrading Plan, September 2009	<b>x</b>			
• Guyana Eddoes Business Model Assessment and Value Chain Upgrading Plan, February 2010	<b>x</b>			
• Barbados Onion Value Chain Business Model Assessment Summary	<b>x</b>			
• Belize Hot Pepper Value Chain Business Model Assessment Summary	<b>x</b>			
• Dominica Pineapple Value Chain Business Model Assessment Summary	<b>x</b>			
• Jamaica Ackee Value Chain Business Model Assessment Summary	<b>x</b>			
• Saint Lucia Salad Fruit Value Chain Business Model Assessment Summary	<b>x</b>			
<b>Value Chain Upgrading Strategies:</b>				
• Hot Pepper Value Chain Upgrading Strategy and Action Planning Consultation held in Belize on 15-16 December 2009	<b>x</b>	<b>1</b>		
• Ackee Value Chain Upgrading Strategy and Action Planning Workshop held in Jamaica on 2-4 March 2010	<b>x</b>	<b>1</b>		
• Salad Fruit Value Chain Upgrading Strategy and Action Planning Workshop held in Saint Lucia on 10-12 March 2010	<b>x</b>	<b>1</b>		
• Pineapple Value Chain Upgrading Strategy and Action Planning Workshop held in Dominica on 12-14 April 2010	<b>x</b>	<b>1</b>		
• Onion Value Chain Upgrading Strategy and Action Planning Workshop held in Barbados on 2-3 June 2010	<b>x</b>	<b>1</b>		
• Report of the Onion Value Chain Analysis, August 2010 by Barbados Agricultural Society (BAS)				

Document	CD	Print	MS	MOA
<ul style="list-style-type: none"> <li>Business Plan for the Refurbished Drying and Storing of the Onion Facility by Barbados Agricultural Society (BAS) (Pending)</li> </ul>				
<ul style="list-style-type: none"> <li>Farmer Training Workshop in Production Techniques by Barbados Agricultural Society (BAS)</li> </ul>				
<ul style="list-style-type: none"> <li>Training Courses by Nature Island Pineapple Producers Association (NIPPA)</li> </ul>				
<ul style="list-style-type: none"> <li>Ackee Food Safety Training, Bureau of Standards Jamaica (BSJ)</li> </ul>				
<ul style="list-style-type: none"> <li>Value Chain Analysis by Clarendon Ackee Association (CAA)</li> </ul>				
<ul style="list-style-type: none"> <li>Ackee Orchard and Post-Harvest Management Training by Rural Agricultural Development Authority (RADA)</li> </ul>				

### Value Chain Component

#### Result IV – Partnerships and Strategic Market Alliances Strengthened:

Document	CD	Print	MS	MOA
<b>Reports:</b>				
<ul style="list-style-type: none"> <li>Roots and Tubers Market/ Buyer Tour held in the United Kingdom on 14 December 2009 – 12 January 2010</li> </ul>	x			

Document	CD	Print	MS	MOA
• Market Buyer Tour to the Fresh Hot Pepper Markets held in Miami, USA on 18-19 December 2009	x			
• Market Buyer Tour to the Fiery Foods & BBQ Show held in New Mexico, USA on 5-7 March 2010				
• Intra Regional Pineapple Market Buyer Tour to Antigua and Barbuda, Barbados and St. Kitts and Nevis on 14-20 March 2010				
• Onion Marketing and Sales Plan held in Barbados on 23-26 May 2011				
• Europe Market Study Tour (CaFAN and NIPPA) to the Fruit Logistica held in the United Kingdom and Germany on 6-12 February 2011	x			
• Market Buyer Tour (SEAA, BAS, NIPPA, HPVCCC) to the International Food and Drink Event (IFE) held in the United Kingdom on 13-16 March 2011 (Pending)	x			

## Value Chain Component

### Result V – Famer Based Organizations, Productions Skills and Agro-Processing Strengthened:

Document	CD	Print	MS	MOA
<b>Production, Post Harvest and Processing Reports:</b>				
• Coconut Water Processing Seminar entitled “Technical Options for Bottling Coconut Water” held in Trinidad and Tobago on 19 January 2010	x			
• Papaya Scoping Mission held in Saint Lucia on 3-5 February 2010				
• Saint Lucia Papaya Production Training Seminar held in Saint Lucia on 9 March 2010				
• Saint Lucia Salad Fruits Value Chain Papaya Study Tour to Trinidad and Tobago on 4-7 May 2010				
• Agro-processing Audit to Process Pineapple Juice and Pineapple Based Products by Nature Island Pineapple Producers Association (NIPPA) in July 2011				
• Pineapple Training Report, Caribbean Agricultural Research Development Institute (CARDI) (Draft)				
• Bureau of Standard Jamaica (BSJ) Ackee Quality and Safety Training (Pending)				
• Rural Agricultural Development Authority (RADA) Ackee Orchard and Post Harvest Management Training (1 <sup>st</sup> Report) (Pending)				
• Jamaica Agricultural Society (JAS) Business Skills for Ackee Association (Pending)				
<b>Production &amp; Post Harvest Manuals:</b>				



Document	CD	Print	MS	MOA
• Caribbean Pineapple Production and Post Harvest Manual – CARDI (Draft)	✘	✘		
• Caribbean Melon Production and Post Harvest Manual – CARDI (Draft)	✘	✘		
• Caribbean Hot Pepper Production and Post Harvest Manual – CARDI (Draft)	✘	✘		
• Belize Hot Pepper Production Manual – Belize Hot Pepper Value Chain Coordinating Committee (VCCC) (Draft)	✘	✘		
• Onion Production and Post Harvest Management Manual – Barbados Agricultural Society (BAS) (Draft)	✘	✘		
• Open Ackee Standard for Ackee Suppliers – Ask Donna to send draft document for us (Pending)	✘	✘		
<b>Business, Management and Marketing Reports:</b>				
• Caribbean Agri-Food Value Chain Tool Kit, FAO (Pending)	✘	✘		
• Onion Value Chain Management Training Workshop, Barbados on 17-19 November 2010	✘			
• Salad Fruit Value Chain Management Training Workshop, Saint Lucia on 25-26 May 2011	✘			
• Ackee Value Chain Management Training Workshop, Jamaica on 1-2 June 2011	✘			
• Clarendon Ackee Association (CAA) Business Plan, Jamaica on 18 April 30 June 2011 by Makeeda Ramgeet (Draft)				
• Assessment and Audit of Pineapple Production Base held in Dominica on 19-24 June 2011 by Lindley Simeon Collins				
• Onion Marketing Report by Aziz Mohammed				

Document	CD	Print	MS	MOA
• Jamaica Agro Processors Association (JAPA) Ackee Spread Report (Pending)				
• Nature Island Pineapple Producers Association (NIPPA) Business Plan				
• Belle Vue Farmers Co-operative Society Limited (BVFC) Business Plan				
• Belize District Farmers Organization Business Plans (Pending)				
• Ackee Value Chain Work Plan		1		X
• Hot Pepper Value Chain Work Plan		1		X
• Onion Value Chain Work Plan		1		X
• Pineapple Value Chain Work Plan		1		X
• Salad Fruit Value Chain Work Plan		1		X
• Ackee Value Chain Terminal Report (Pending)		1		X
• Pineapple Value Chain Terminal Report (Pending)		1		X
• Salad Fruit Value Chain Terminal Report (Pending)		1		X
• Onion Value Chain Terminal Report (Pending)		1		X
• Hot Pepper Value Chain Terminal Report (Pending)		1		X
<b>Communication Documents:</b>				

Document	CD	Print	MS	MOA
• Project Profile (Information Sheet)	x	x		
• Project Brochure	x	x		
• Project Newsletter – Issue #8 September 2009	x	x		
• Project Newsletter – Issue #9 December 2009	x	x		
• Project Newsletter – Issue #10 April 2010	x	x		
• Project Newsletter – Issue #11 August 2010	x	x		
• Project Newsletter – Issue #12 May 2011	x	x		
• Eat Caribbean Brochure	x	x		
• Lessons Learnt Brochure (Pending)	x	x		
<b>Posters in Vinyl and PVC Material:</b>				
• Barbados Onions	x			
• Belize Hot Pepper	x			
• Dominica Pineapple	x			
• Jamaica Ackee	x			

Document	CD	Print	MS	MOA
<ul style="list-style-type: none"> <li>Saint Lucia Salad Fruit</li> </ul>	x			
<ul style="list-style-type: none"> <li>The Human Right to Food</li> </ul>	x			
<b>Websites:</b> <ul style="list-style-type: none"> <li>Eat Caribbean Information Portal – <a href="http://www.eatcaribbean.net/index/index.php/eat-caribbean">http://www.eatcaribbean.net/index/index.php/eat-caribbean</a></li> <li>Eat Caribbean Blog – <a href="http://eatcaribbean.net/blog/">http://eatcaribbean.net/blog/</a></li> <li>Eat Caribbean Face Book – <a href="http://www.facebook.com">http://www.facebook.com</a></li> <li>Project Webpage – <a href="http://www.rlc.fao.org/progesp/pesa/caricom2/">http://www.rlc.fao.org/progesp/pesa/caricom2/</a></li> </ul>	x			

### Project Management

Document	CD	Print	MS	MOA
<ul style="list-style-type: none"> <li>Phase I Interim Report by Gregg Rawlins, Consultant Project Manager</li> </ul>				
<ul style="list-style-type: none"> <li>PowerPoint Phase II GTFS/RLA/141/ITA Project “Promoting CARICOM/CARIFORUM Food Security” – Phase II presentation to FAO/SLC held in Barbados, 26 January 2009 by Robert Best, Pirro-Tomaso Perri and Marlene Quirico-Callender</li> </ul>	x			

### Project Progress Report (PPR)

Document	CD	Print	MS	MOA
• Global Work Plan 2008-2010	x			
• Work Plan and Budget 2009				
• Work Plan and Budget 2010				
• PPR for September 2008 to February 2009				
• PPR for March to August 2009				
• PPR for September 2009 to February 2010				
• PPR for March to August 2010				
• PPR for September 2010 – February 2011				
• PPR for March 2010 – August 2011 (Pending)				
• Terminal Report (Pending)	x			
• Work Plan January to December 2010 with the Budget for January to August 2011				

**Steering Committee Meeting (SCM)**

Document	CD	Print	MS	MOA
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• Report of the First Meeting of the Steering Committee held in Trinidad and Tobago on 4 May 2009				
• Report of the Second Meeting of the Steering Committee held in Grenada on 25-26 March 2010				

### Mid-Term Tripartite Review (MTR)

Document	CD	Print	MS	MOA
• Report of the Mid-Term Tripartite Review (MTR) held in Belize, Jamaica, Dominica, Barbados and Guyana on 24 October – 5 November 2010				

### Evaluation Mission

Document	CD	Print	MS	MOA
• Report of the Evaluation Mission ( Barbados, Jamaica, Saint Lucia and Dominica, Trinidad & Tobago) on 7-17 August 2011 (Pending)	x			