

Date of submission	15 April 2019
Benefiting countries and location	<p>14 Caribbean countries (all the CARICOM members, excluding Haiti since covered under a separate Office by most agencies):</p> <p>Countries, which will receive Direct Programming: Antigua and Barbuda, Barbados, Dominica, Grenada and Saint Lucia.</p> <p>Countries, which will benefit from Regional Programming: Belize, Bahamas, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago.</p> 
Project Title	<p><i>Building Effective Resilience for Human Security in the Caribbean Countries The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector</i></p>
Duration of project	3 year (2019-2021)
Project Donors	UNTFHS, Global Affairs Canada (GAC) and Department for International Development (DFID) (through ENGENDER project). TBC- Caribbean Development Bank (CDB) and European Union (EU).
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<p>Non-UN implementing partners</p>	<p>Ministries of Agriculture; of Trade; of Business and of Finance of the participating countries; the national Gender Equality Departments and/or Focal Points; the Land Registration Offices; Small Credit and Disaster Insurance private and public sector entities; civil society; community, farmer and women groups; the Caribbean Disaster Management Agency and the Caribbean Agricultural Research and Development Institute.</p>
<p>Total budget including indirect support costs (US\$)</p>	<p>US\$ 6,252,405</p>
<p>Amount from the UNTFHS (in US\$)</p>	<p>US\$ 1,970,405</p>
<p>Amount to be sourced from other donors (including support cost) ¹</p>	<p>Participating UN Agencies: US\$ 350,000 Bilateral Donors: US\$ 1,597,790 Regional Donors: US\$ 2,335,000</p>

¹ Discussions on co-funding this project with interested Bilateral Donors (NZ and Canada); Regional Donors (EU and CBD) to be concluded upon confirmation by UNTFHS of the positive appraisal (and approval) of the project

Executive Summary

This project is built on the premise that there can be no improvement in human security in the Caribbean without addressing the issue of ‘lost opportunities’ and ‘foregone achievement’ that result from deep gender inequality and insufficient progress in the economic empowerment of women and marginalized youth. The objective is to inform and further strengthen the recently formulated Multi-Country Sustainable Development Framework (MSDF) for the Caribbean. The project will focus specifically on the agricultural sector (including fisheries) because of the significant role agriculture plays in Caribbean GDPs and food security. In addition, the agricultural sector is extremely vulnerable to disaster and climate change risk impact and is a sector where gender inequality is possibly most entrenched.

The project aims, through a combination of policy reform advocacy, technical support, and services to contribute to human security for farmers and small agro-and fisheries business entrepreneurs, many of whom are women. Three categories of beneficiaries will benefit from the project’s activities through direct households and community support in Antigua & Barbuda, Barbados, Dominica, Grenada and Saint Lucia for a duration of 3-years. Small grant support will be offered for livelihoods development and will target approximately 2,5000 farmers, fisherfolks and small-business entrepreneurs with at least 50% women and 25% under 40 years, reaching 12,500 people. Pilot and demonstration activities in areas of disaster preparedness and mitigation, climate change adaptation and value chain development will be implemented in 50 community groups, reaching 30,000 people. Through the policy reform and institutional strengthening contribution of the project, it will impact farming, fishing and agriculture fisheries sectors related small-business activities throughout the 14 CARICOM countries, positively impacting their livelihoods. Associated ministries and the National Gender Machineries and Focal Points will also become beneficiaries.

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

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THEORY OF CHANGE

THE PROJECT AND ITS ANTICIPATED POSITIVE IMPACT ON HUMAN SECURITY

The project is built on the premise that there can be no improvement in human security in the Caribbean without addressing as a major - if not first - priority the issue of 'lost opportunities' and 'foregone achievement'² that result from deep gender inequality and insufficient progress in the economic empowerment of women. These not only have a major direct impact on personal and family security, but also a very substantial indirect impact on human security as a result of missed family and national incomes, and which thus leads to reduced government resources for investment in human security related services and public goods.

This project innovates by purposely placing gender equality at the top of resilience and Human Security strategies. It innovates in aiming to demonstrate clearly that addressing this gender inequality comprehensively and investing in women empowerment is a first-choice enabler of substantial and sustained improvements in human security. The project will generate evidence-based proof that gender equality and the women empowerment objectives need to be placed at the forefront of every Human Security strategy. And that building an inclusive, equitable, prosperous, healthy, cohesive, safe, just, sustainable and thus resilient Caribbean - the priority goals of the 'One UN' Strategy for the Caribbean - cannot be achieved without fully achieving gender equality and women empowerment.

A comprehensive, participatory and context-specific approach will be followed. The project's comprehensiveness will be specifically geared towards addressing multiple issues of gender equality and women empowerment in one – for the Caribbean critically important – sector: agriculture, including fisheries and related small business. This sector, also directly linked to the tourism sector (the main contributor to the Caribbean countries' economy), is key for long-term human security in the Caribbean. The comprehensiveness of the approach will be in that the project will address the multi-dimensionality of gender equality issues in this sector: unequal access to land and land/business ownership; discrimination in access to resources, extension services, finance and insurance; neglected disaster and climate change proofing of women livelihoods in this sector; and gender-blindness, in varying degrees, of public policy and of existing or planned structural adjustment programmes.

² See further in this Concept Note an explanation of these concepts, their magnitude and human security impact

1. Introduction

a. Situational Analysis

As one of the objectives of this project is also to inform and further strengthen the recently formulated UN-System Strategy for the Caribbean, by complementing it with an explicit, well-argued and mainstreamed Human Security vision and approach, it has been purposely decided not to undertake an additional, parallel analysis for this project, but rather to build further on this very up-to-date, comprehensive, in-depth and regionally disaggregated analysis recently undertaken as a 'One UN' effort, and add to it by drawing on some additional and recent data and information. This approach then becomes a facilitator for buy-in across the UN System of the additional Human Security focus being argued for, and which this project is intended to pilot; to demonstrate the impact of; to provide the evidence base for; and to further guide in its wider replication through the generation of valuable 'lessons learned'. Such approach should thus contribute to the comprehensive mainstreaming of human security considerations throughout the 'One UN' Caribbean strategy. Not duplicating this analysis is also in itself a strong demonstration of a 'Working as One' UN approach.

This recently completed UN System Common Multi-Country Assessment (CMCA), an exercise undertaken in consultation and collaboration with government and non-government partners from the countries concerned, also fully meets the requirements for participation, comprehensiveness and context specificity.

It tables the main development challenges facing the Caribbean region and, in that, builds further on the findings and directions of the Post-2015 agenda, on the outcome of the third International Conference on Small Island Developing states (the "SAMOA Pathway") and on the imperatives universally agreed through the Sustainable Development Goals (SDGs) framework and the Sendai Framework for Disaster Risk Reduction. The CMCA thus provides a solid foundation to identify the main human insecurity challenges and the region's strategic priorities and goals, strongly underpinned by national analysis and consultative processes, and in full partnership with regional, national and local actors and partners.

The CMCA is thus the very in-depth evidence-base, and as such the baseline, for the collective and integrated response of the UN system in the Caribbean, through the Multi-Country Sustainable Development Goals Framework (MSDF).

The regional approach through the UNMSDF is important in that it prompts a more coherent response to regional and national challenges, needs and priorities. That same regional and multi-country approach is thus also being pursued under the herewith proposed UNTFHS project, as it provides an additional opportunity for networking; for resource and best practice sharing; for achieving economies of scale; and for joint stock-taking of the impact of an increasingly pronounced Human Security approach.

The Post-2015 sustainable development agenda presents a major opportunity for Caribbean countries to make an effective transition to balanced, holistic, and people-centered growth, thereby advancing in a comprehensive manner a profound agenda through an inclusive, resilient, SDG-consistent and sustainable development strategy and approach. The broader scope of the SDGs agenda is particularly important for the Caribbean, as a strategy that pursues goals comprehensively is indeed a pre-requisite for an effective 'Human Security' approach.

But, in the Caribbean, the context for such strategy and for achieving these goals is challenging, and increasingly so. Despite middle income status and moderate to high human development classification, the region has recently experienced poor growth performance (also because of recurrent and devastating natural disasters) resulting in the gradual build-up of unsustainable levels of debt, and thereby creating the unavoidable requirement for structural adjustment programmes and initiatives that risk turning back the clock on recent human security gains. In addition, the high level of accumulated debt not only contributes to poor regional GDP performance and diverts resources to amortization and interest payments, and thus away from health, education, infrastructure, administration of justice, social protection, food and nutrition security and other areas that are drivers of growth and development and determinants of human security.

Growing poverty and income inequality also represent major challenges, with joblessness and vulnerability disproportionately affecting marginalized groups, and in particular youth. While the region has made significant advances in addressing gender inequality, this remains a major challenge and has cross-cutting negative impacts. The result is that the Caribbean suffers both 'feminization' and 'juvenilization' of poverty, with the flip side of high levels of crime involving youth.

Climate change adaptation, disaster risk reduction, reducing the cost of energy and strengthening sustainable agriculture and food security represent additional major challenges and are key to sustainability and growth, and thus human security³.

Similar priority issues have been confirmed in the Caribbean "Barbados Plan of Action" (BPA) and the SIDS Accelerated Modalities of Action Pathway (the Samoa Pathway referred to above)

³ Under 'agriculture' sector is here understood: crop production, livestock, fisheries and forestry, but with this proposed UNTFHS project focusing on small holder farming, fishing and related small business activities.

adopted at the Third International Conference on Small Island Developing in Samoa in September 2014. The Plan of Action also stresses the interconnection of priorities, as does the Human Security concept.

In response to – and in line with - these regional priorities, the above mentioned UN Development Assistance Framework for the region, now re-named - in recognition of the priority of the SDG agenda - ‘The United Nations Multi Country Sustainable Development Framework’ (UNMCSDF), focuses on the following four thematic priorities and which, taken together, can be seen as the key building blocks for a comprehensive Human Security approach for the Caribbean region:

- An ***Inclusive, Equitable and Prosperous*** Caribbean
- A ***Healthy*** Caribbean
- A ***Cohesive, Safe and Just*** Caribbean; and
- A ***Sustainable and Resilient*** Caribbean

Four solid pillars, however.....

There is a recognition within the UN Team of the equal priority of ensuring gender equality and women empowerment as a strong and cross-cutting theme across these four pillars. No Inclusive; no Equitable; no Prosperous; no Healthy; no Cohesive; no Safe; no Just; no Sustainable and no Resilient Caribbean, meaning no ‘Human Secure’ Caribbean, can be expected without major inroads into what remains a situation of deep gender inequality and a much less conducive environment for the empowerment of women and girls. There are still major advocacy and demonstration efforts required to ensure a strong recognition of the gender equality imperative and of its positive impact on growth, on inclusion, on resilience, and on human security and this at all levels of decision-making in the Caribbean.

The Caribbean Human Development Report observes that while women have made important advances in education, labour force participation, political participation and equality before the law and major gender inequalities persist.

The Report notes that several economic sectors (and agriculture and fisheries in particular, key sectors for the long-term sustainable development of the Caribbean, which have traditionally provided employment and contributed to the livelihoods of the poor and their families) have undergone significant decline.

It posits that these economic factors, together with other outcomes of gender inequality, such as the gender employment gap, the gender pay gap, occupational segregation, and the burden of unpaid work, contribute to the marginality of Caribbean women and further observes that “the significant rate of poverty among women, coupled with their dependent status within countries and in the region, has had long-term negative effects, not the least of which is the intergenerational transmission of poverty and inequality.”

Data available for eight Caribbean countries⁴ show the percentage of the female labour force unemployed as not only consistently higher than for men but also comparing unfavorably with the wider region and regions external to it. The social and economic implication of high unemployment is compounded by the large number of households in the region that are headed by women and – as is the case in other regions – by their much lower rate of labour force participation.

Achieving gender equality and stronger women empowerment is first of all fulfilling the rights dimension of a Human Security approach, through ensuring the realization of women’s civil, political, economic, social and cultural rights.

But, in addition to bringing an end to discrimination in terms of capabilities and opportunities, it is also about correcting the huge economic cost this discrimination entails. Missing out on these economic opportunities not only directly impacts human security at the individual, family and community level, but also indirectly through the loss of resources which governments can invest in strengthening the delivery of services and public goods in support of enhanced human security.

Although there is still a lack of understanding among senior policy-makers about the impact, the cost and thus the urgency of the need to address gender discrimination, studies show at how huge an economic cost gender inequality, discrimination and women non-empowerment comes. Sensitizing policy makers on this will be one of the many activities this UNTFHS project will thus undertake, as it may be a powerful incentive for gender equality advancing reforms and action.

Clearly high-lighting gender inequality and deficiencies in women empowerment as a main driver of human insecurity is a key contribution this project will make to the so important Human Security agenda, also connecting this to the growing agenda and commitment for sustainable resilience in and for the Caribbean.

In order to keep the objectives for a three-year project realistic, the project will focus specifically on one economic sector - the agriculture sector, including fisheries. This sector has been prioritized under this UNTFHS project because, one, it is a sector particularly significant for the Caribbean region in the long term; two, a sector most vulnerable to disaster and climate change risk and impact; three,

⁴ Main source: Caribbean Development Bank, Gender Inequality Assessments; 2016

one of the sectors most capable of satisfying, in the Caribbean context, the human security imperatives of the weaker segments of the Caribbean population, specifically with respect to women in rural areas that incur higher incidences of poverty; four, a sector where gender inequality, with the resulting 'lost opportunities', is probably most entrenched; and, five, a sector where women have a larger representation in the agro-processing segment of the agricultural (and fisheries) value chains, although in many cases as unpaid or lowly paid workers.

The expectation is that the successful demonstration of the gender equality impact of this UNTFHS project related to the Caribbean agriculture sector can be subsequently expanded to other sectors, as well as further upscaled in the Caribbean agriculture (and fisheries) sector.

Agriculture (and fisheries) is an important sector for Caribbean economies because, notwithstanding recent shocks that have been faced, this sector continues to make an important contribution to GDP and employment and has the potential to further increase that contribution in the long-term, either directly or by supplying the tourism sector. It is an important source of foreign exchange. It fulfills multiple other functions, such as landscape conservation through stewardship and maintenance of natural resources and eco-system services. And it is a critical provider of food and nutrition security, of income opportunities and of social protection for rural communities. Because of these multiple contributions, the sector will undoubtedly remain important in the future, as will its challenges.

The Caribbean's small island economies face formidable challenges in dealing with their economies and with the vital agricultural sector therein. Despite general improvements in living standards, poverty rates average today 30 per cent of the Caribbean population (between 20% and 40% in most of the Caribbean countries).

Even though poverty has declined, women's poverty has increased: according to the index of femininity of poverty, there are 121 indigent women for every 100 indigent men in Latin America and the Caribbean. 40% of rural women over the age of 15 do not have their own income, although they work on a daily basis – most of them in the agriculture, fisheries or related sector - but are unpaid. In addition, rural women in the region only have a fraction of the land, credit, productive inputs and education relative to men.

A robust, resilient and inclusive resilient agriculture, fisheries and agri-business sector is thus – and must remain - an important engine in the long-term for employment, for growth, for food security, for family well-being, for entrepreneurship and for poverty reduction in the Caribbean, and the substantial missing-out on opportunities because of gender discrimination needs thus to be urgently addressed and corrected. The sector is indeed clearly underperforming in the Caribbean

and not making its full potential contribution to the Caribbean economies, and this also because women, who are often a crucial resource in agriculture and in the rural economy, face constraints that limit their participation in the sector and diminish their productivity. Some of these constraints include balancing

Although women throughout the Caribbean play thus important social and economic roles in the farming sector and could further increase their contribution, subject to there being a conducive and non-discriminatory policy environment, they continue to contend with a range of challenges from provision of household food security and nutrition to managing farm businesses at the scales needed for both domestic and export markets. As distinct from men in their households, women need support to balance both the earning and the non-earning aspects of their roles and responsibilities. Typically, their household, care and community activities, while important to the stability and sustainability of the economy, are not recognized in public policy. These challenges are particularly present and critical in the Caribbean region, in view of the high prevalence of female headed households.

Women in general own less land, farms and other forms of collateral than men and have less access to credit and other resources. Women also engage in specific jobs in the industrial production of bananas, cocoa and nutmeg, among others, although they earn less wages than men. They are involved significantly in agro-processing and small-scale agri- and fisheries business, through women's cooperatives and as individuals, but they often face barriers in scaling up production and engaging in national, regional and global markets. In the context of the economic downturns in the economies of the Caribbean countries, women's involvement in subsistence agriculture and in backyard gardens (both in urban and rural areas) has however been an important factor in ensuring food security and thus maintaining a level of human security in that respect.

A gender-responsive approach is thus needed to better position both men and women as equal players in agricultural and fisheries development, and as contributors to the well-being of their families and communities. Towards this end, women and men must have equal access to the information and resources that will enable them to make the correct choices and to engage in livelihood activities and markets on equal footing, as well as equal access to resources, post-harvest systems and technologies.

Similar challenges are present across the Caribbean countries, both in terms of under-development of the agricultural sector and for the realization of its fullest value-adding capacity, as well as in terms of the unequal access to opportunities available to women⁵:

⁵ Country descriptions below based on Caribbean Development Bank (2016) and other recent reports

In Anguilla, agriculture and fishing have gradually become less prominent economic sectors, and that trend needs to be over-turned. The Government indicated a “drastic increase” in the demand for agricultural imports and services, and proposed investment in new and improved methods for livestock and crop production. It also identified fisheries as an area with potential for expansion, given some 200 nautical miles of ocean north of the island exclusive to Anguilla that is currently untapped, which can bring some diversification away from tourism and make a higher contribution to GDP. Men have historically dominated the agriculture and fisheries sectors in Anguilla and are currently the main beneficiaries of efforts to advance employment and entrepreneurship opportunities.

In Antigua & Barbuda, gender segregation in the agricultural labour force is evident in data, which reveal that men represent more than 70% of workers in the agriculture, hunting and forestry sector as compared to 30% of women. Further, of the registered farmers with the Central Marketing Cooperation, men comprise almost 80%. The actual participation of women in agriculture may be under-estimated due to the proximity of one’s farm to the home, and the fact that women tend to engage in subsistence/backyard agriculture while maintaining responsibilities within the home. Meeting the country’s household subsistence needs has been challenged by the economic downturn, and the issue of food security has become of utmost importance to the Government.

In Barbados, the agricultural labour force is highly gender-segregated. The ownership of farms is predominantly male, with approximately 80% being owned by men. Men account for 60% of skilled agricultural labourers and almost two-thirds of employees in agriculture, forestry and fishing. In comparison, many of the smallest farms and in particular subsistence plots are female-owned. Women’s low ownership of land and farms constrains their access to credit in the agriculture, as well as in other productive sectors.

In Belize, the agriculture sector contributed about 10% to GDP in 2012, decreasing slightly in 2014. Agriculture is recognized as a significant employer of Belizeans as well as a growth sector for the country. In Belize the rural population is growing faster than the urban population, unlike the majority of countries globally.

For Dominica, agriculture contributes just under 20% to GDP, and is a major employer accounting for an estimated 30% of total employment. Males comprise 85% of skilled agricultural and fishery workers, compared to 15% of females. However, negative impacts of World Trade Agreements, devastating hurricanes, and increased production costs have resulted in a ten-fold decline in banana exports since 1990. Rural women have been particularly affected by the banana crisis, both directly as small banana farmers and as spouses/partners of banana farmers.

In Grenada, agriculture is one of the major productive economic sectors, consistently accounting for between 6-15% of the GNP per annum and employing just over 8% of the labour force in 2011. However, the country experienced a policy shift away from an agriculture-based economy due to the decline in the banana export market, and Hurricanes *Ivan* and *Emily* in 2004 and 2005, respectively, which devastated the nutmeg industry. But Government investments in 2011 and 2012 in cocoa and nutmeg have increased by over 100%. The agricultural labour force is highly gender-segregated. While men comprise the majority of labourers in Government and privately-owned crop farms by as much as 95%, women comprise the majority of workers in the cocoa and nutmeg factory houses where sorting and packing take place. Men also dominate livestock farming and fishing, while increasing numbers of women are entering poultry farming. Such gendered segregation impacts on the earning capacity of women in agriculture, as men are positioned in jobs where wages are higher. This translates further into men's and women's unequal access to assets/collateral to engage in agri-business, eco-tourism, etc.

In Montserrat, men predominate in the agriculture sector. However, here also agriculture dwindled in economic importance when the most fertile area of the island was declared unsafe and evacuated after the volcanic eruptions of 1995 and 1997. The sector's share of GDP dropped, which was accompanied by a serious problem of food security due to the heavy dependence on food imports. The *Sustainable Development Plan 2008–2020* has therefore set a target of increasing agricultural output and food security by 100% by 2020. However, in order that the achievement of this target has equitable outcomes for women and men, measures need to be taken to ensure that both females and males are equitably engaged in the agricultural sector.

For St. Kitts & Nevis, it is estimated that some 80% males and 20% females occupy farm holdings and that there is a 70:30 ratio of males to females in actual production. In addition, women's membership in cooperatives stands at only 24%. While women dominate agro-processing in St. Kitts & Nevis, they face major barriers to expanding their involvement in agriculture, including domestic responsibilities, expertise, marketing, and access to Caribbean and other markets.

In St. Lucia, agriculture (including fisheries) is an important source of livelihood for about 20% of the population. St Lucia has been impacted by major tropical systems in 2002 (Lilee); 2004 (Ivan); 2005 (Emily); 2007 (Dean); 2012 (Ernesto) and 2017 (Irma and Marya). While women are least likely to hold land, they dominate agro-processing. However, especially for rural women, expansion of their production and sales is hampered because standards for international and regional export are not being met, as most products are produced in private homes and with only limited outreach by the national extension services.

In St. Vincent & the Grenadines, the agriculture sector, specifically banana production, decreased in the aftermath of Hurricane Tomas in 2010. This, coupled with the loss of preferential markets, added to the reduced contribution of agriculture to GDP. Agriculture includes a large informal subsector estimated at 5,000 persons. Bananas remain an important crop for smallholder farmers and a major source of livelihood for women. Major activities in the industry were undertaken in 2012, including the re-planting of some 1,234 acres. Of the farms in operation, there were 63% male farmers compared to 37% female farmers. Women are lagging behind with regard to access to resources, and it is thus important to increase investment among women in areas such as root and short-term crop production and agro-processing.

Because of the following countries' particular vulnerability to disaster and climate change risk and the relative weight in their economies of the agriculture (and fisheries) sector, the direct household and community support under the project will focus on **Antigua and Barbuda, Barbados, Dominica, Grenada** and **Saint Lucia**. Project activities that target advocacy, policy reform or improvements in sector support (like access to financial services) will have a wider coverage and will aim establish and strengthen inter-country networking and experience sharing.

In conclusion, developing the long-term potential of the agriculture sector, including fisheries and related small agri and fisheries businesses, as part of a sustainable development and resilience strategy for the Caribbean is essential. Ensuring an enabling environment for equal engagement of women and men in the sector and for the sharing of the benefits of a sustainable farm sector, is also as equally important and critical priority. Both these objectives are thus sought through the project with a means of strengthening human security in the Caribbean.

b. Past and Current Interventions

The Caribbean region has almost disappeared from donor radars and is hardly included as an Overseas Development Assistance destination, exception being made for post-disaster emergency and (early) recovery assistance. The latest OECD data (2017) show that just under 5% of global ODA is directed towards the 'North and Central America' region, but that it is almost entirely dedicated to Nicaragua, Costa Rica, the Dominican Republic, Guatemala, Haiti, Mexico and Cuba. The part therein to the Caribbean Region (excluding the Dominican Republic, Cuba and Haiti but including Caribbean regional programmes) is about USD 300 Million and thus less than 0,3 % of total global annual ODA. Similarly, figures from the Caribbean countries show that ODA is only a fraction of one percent of their respective GDPs (again, exception being made for post-disaster support). ODA is thus not a noteworthy part of overall development funding in the Caribbean.

Annual programme delivery of the larger UN agencies with multi-country regional or sub-regional responsibilities in the Caribbean is less than USD 10 million, another significant indicator of the low ODA inflows into this region.

With regards to human security, As GDP per capita data drive ODA allocations to a large extent, this is not entirely surprising. Indeed, the EU for instance, one of the main providers of ODA, has several current or prospective member states with an average per capita GDP lower than that of several Caribbean countries.

But GDP averages tend to hide - or mask - inequality as well as remaining, deeply entrenched development challenges, even in economically better-off parts of the world. Needs for direct support to the most vulnerable, who are outside of mainstream development and have difficulty getting themselves included therein, and for well-focused demonstration projects that can draw decision-makers' attention to the benefits of policy reform and of different and better-impact approaches with respect to key development challenges and objectives, are undoubtedly present in the Caribbean region, however well-off the region may be from an economic point of view.

This applies to SDG strategies; to disaster preparedness and proofing; to climate change mitigation and adaptation; to resilience and Human Security paradigms and agendas; and to gender equality and women empowerment. Current GDP levels may be relatively good, but the longer-term progress of the Caribbean region will also to a large extent depend on how these deeper issues are being effectively and sustainably addressed.

The region has made strides in improving its policy, regulatory and institutional framework as well as made substantial investments to enhance human security. Several projects – mainly funded under national resources, GEF and IFI projects - related to agricultural (and rural) development have also been undertaken. External factors (such as market access restrictions), natural disasters and climate change have had however a particularly negative impact on the agricultural (and fisheries) sector, a sector which plays a very important role in the Caribbean in protecting and realizing human security, as outlined above.

However, never before has an intervention or project in this agriculture and fisheries sector been explicitly formulated with an overarching gender equality and women empowerment 'first' priority objective, and based on the argument that this is critical for realizing fully 'all human rights for all'; is critical to avoid foregoing economic growth opportunities and thus losing substantial income opportunities that can contribute to human security or be invested in human security contributing priority areas; is critical to ensure inclusiveness in development; is critical for resilience

of the Caribbean region; and thus, in conclusion, of paramount importance for overall human security in the Caribbean region.

Referring to the Multi-Country Sustainable Development Framework (MSDF), there is no way to better capture the Human Security paradigm than through this joint UN-System and Caribbean Countries Framework's integrated objectives of an Inclusive, Equitable, Prosperous, Healthy, Cohesive, Safe, Just, Sustainable and Resilient Caribbean, and to demonstrate, through this UNTFHS project, the positive contribution the prioritization of gender equality and the economic empowerment of women can make to the achievement of this regional MSDF strategy and, thus, of human security.

The gender equality prioritization, which this UNTFHS project will pursue in the agriculture (and fisheries) sector, is thus intended to be an innovation in demonstrating forcefully how gender equality and women empowerment become a powerful enabler of the above multiple dimensions of human security, as also pursued in the MSDF.

Such innovation should then set the reference for future human security targeting projects and interventions, and replicating the gender equality and women empowerment prioritization in those projects. This project will provide evidence for this argument. And it will generate 'lessons learned' that will guide future projects in mainstreaming human security, by expanding and replicating what this UNTFHS project will have innovatively ambitioned, undertaken and achieved.

c. Alignment with local, national, regional and global goals and commitments

The project will endeavour to demonstrate the cross-cutting nature and the development relevance of the Human Security approach and goals as well as the feasibility and effectiveness of prioritizing those goals, while stressing the intrinsic link between the Human Security Goals and other development goals set or agreed at local, national, regional and global levels.

These additional goals - closely related to Human Security objectives – are in particular:

- * the Small Island Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway, also referred to as the Barbados Programme of Action, as the national development plans of the countries in the Caribbean have now integrated these goals agreed upon in the SAMOA Pathway;
- * the Sustainable Development Goals 2030;
- * the priorities outlined in the Sendai Framework, and which are of particular importance to the extremely disaster-vulnerable Caribbean countries; and

* the development goals and programmatic priorities which frame the Multi-Country SDG Strategy for the Caribbean.

The close relationships between these different goals is clarified on the following table. As further outlined in the ‘Human Security Mainstreaming Strategy’, one of the activities of the UNTFHS project will be to develop, jointly with national and UN partners, a list or dashboard of key indicators and targets, which integrates the above multiple goals within a Human Security approach and which can then serve as a reference and benchmark for programming, action and evaluation.

UNTFHS Project Outcome/Goal (1 to 4)	Human Security Priority Area (1 to 7)	Sustainable Development Goal(s) (1 to 17)	Sendai Framework Priority (1 to 4)	SAMOA (Small Island States Action Plan) (1 to 12)	Multi-Country SDG Framework (UN Strategy Caribbean) (1 to 4)
<p>Gender - responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalised.</p>	<ul style="list-style-type: none"> • Economic • Food • Environmental • Personal • Political • Health • Community 	<ul style="list-style-type: none"> • Poverty • Hunger • Climate Action • Health • Clean Water • Energy • Reduced Inequality • Gender Equality 	<ul style="list-style-type: none"> • Understanding Disaster Risk • Strengthening Disaster Risk Governance • Disaster Risk Reduction for Resilience • Disaster Preparedness for Effective Response and Recovery 	<ul style="list-style-type: none"> • Climate Change • Sustainable Energy • Disaster Risk Reduction • Oceans and Seas • Gender Equality • Sustainable Consumption-Production 	<ul style="list-style-type: none"> • Sustainable and Resilient Caribbean • Safe, Cohesive and Just Caribbean • Inclusive, Equitable and Prosperous Caribbean

<p>Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses.</p>	<ul style="list-style-type: none"> • Economic • Food • Environmental • Political • Community • Personal 	<ul style="list-style-type: none"> • Poverty • Hunger and Food • Gender Equality • Reduced Inequality • Decent Jobs/Growth • Sustainable Production • Justice and Institutions 	<ul style="list-style-type: none"> • Understanding Disaster (and Climate Change) Risk • Disaster Risk Reduction for Resilience 	<ul style="list-style-type: none"> • Sustained and Sustainable, Inclusive and Equitable Economic Growth • Gender Equality • Sustainable Consumption and Production • Decent Work for All • Food Security and Nutrition 	<ul style="list-style-type: none"> • Inclusive, Equitable and Prosperous Caribbean
<p>Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios,</p>	<ul style="list-style-type: none"> • Economic • Food • Environmental • Community 	<ul style="list-style-type: none"> • Poverty • Hunger and Food • Gender Equality • Reduced Inequality • Decent Jobs/Growth • Climate Action • Justice and Institutions 	<ul style="list-style-type: none"> • Disaster Risk Reduction for Resilience • Disaster Risk Reduction for Resilience 	<ul style="list-style-type: none"> • Sustained and Sustainable, Inclusive and Equitable Economic Growth • Gender Equality 	<ul style="list-style-type: none"> • Inclusive, Equitable and Prosperous Caribbean • Sustainable and Resilient Caribbean

women in agriculture (fisherfolk) and unemployed young men).					
Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy.	<ul style="list-style-type: none"> • Political • Personal • Community 	<ul style="list-style-type: none"> • Poverty • Hunger and Food • Gender Equality • Reduced Inequality • Decent Jobs/Growth • Justice and Institutions 	<ul style="list-style-type: none"> • Understanding Disaster Risk • Strengthening Disaster Risk Governance • Disaster Risk Reduction for Resilience • Disaster Preparedness for Effective Response and Recovery 	<ul style="list-style-type: none"> • Sustained and Sustainable, Inclusive and Equitable Economic Growth • Gender Equality • Sustainable Consumption and Production • Social Development 	<ul style="list-style-type: none"> • Safe, Cohesive and Just Caribbean • Inclusive, Equitable and Prosperous Caribbean

2. Rationale for funding from UNTFHS

a. Relevance to the UNTFHS Guidelines

Economic growth is a prerequisite for the reduction of poverty and for human security but is not sufficient by itself to achieve both those ultimate developmental objectives. For economic growth to lead to reduced poverty, people who live in poverty or in exclusion must have the possibility to participate, fully and on equal terms, in activities and in decision-making and thus not only to contribute to economic development, but also to be a decision-making participant in it and to profit from its results.

In most countries, gender equality has increased with economic development, and economic development has increased with gender equality. This inter-linkage between the two is, in a nutshell, what this project is about. This link is of strategic importance to the Human Security paradigm. It

provides a different - or additional - perspective on 'root causes' and 'logical frameworks' with respect to Human Security achievement.

Societies that increase women's access to education, health care, employment, and credit, and that narrow the differences between women and men in economic opportunities, have increased the pace of economic development and reduced poverty. Gender equality is hence both a cause and a consequence of economic growth. An active gender equality policy and pro-women positive discrimination should thus be seen as an important component in strategies for growth, for poverty reduction, for resilience and for human security.

Research also shows that a rigid gender division of labour leads to an allocation of households' resources, labour resources included, that does not necessarily follow economic incentives but rather socially established norms which dictate what is appropriate for men and women to do. It is gender norms, rather than economic rationale, which lead women to spend a much higher proportion of their time doing housework than men, or to restrict them to lower productivity jobs in agriculture or in the informal economy.

Higher labour force participation by women results in higher output and hence higher GDP along with higher value of production due to higher earnings. As a result, gender equality contributes to a more inclusive pro-poor growth. And pro-poor growth contributes to stronger human security.

Increasing gender equality and more pronounced economic empowerment of women, especially young women, in households, markets and society at large contributes to increased growth and human security directly and indirectly. Directly, through increased income for family consumption and investment and indirectly, through improved health and education for children and the availability of more resources to Governments for human security related investment and services. Rigid gender roles and divisions of labour lead to economic inefficiencies, limiting growth and negatively impacting on poverty. Gender discrimination in the labour market leads thus to significant efficiency losses and, moreover, a loss in economic output that is primarily borne by women.

Growth as a result of higher gender equality in the labour market 'increases the size of the pie'. Gender equality is thus gaining ground as "smart economics" – a way to boost economic growth through increased human capital, labour force participation and enhanced productivity. Removing the barriers to equal inclusion of women in the labour market thus has positive effects for increasing the growth potential of countries.

Gender equality is thus not solely a fundamental human right but also essential for poverty reduction and sustained economic growth. Countries that improve the status of women and empower women to be as economically active as men, tend to have lower poverty incidence and

stronger economic growth. Gender equality needs thus to be seen as a determinant of development effectiveness and thus of human security and this should have significant implications for the design of anti-poverty interventions as well as of pro-poor growth and resilience building strategies.

Closing gender gaps thus becomes a pillar in an effective strategy to promote growth, with growth not as an objective in itself but as an instrument for enhanced human security and resilience.

Few projects are currently taking place globally that resolutely set gender equality as the main project objective. OECD data on global ODA show that this represents only 5% of projects, with another 40% of projects having 'some' secondary gender objective. It is urgent to launch more interventions with an explicit 'gender equality' first objective, and thereby showcase - and provide the strong evidence base of - the more positive impact these projects achieve in contributing to resilience and human security.

Unfortunately, women across all ages continue in general to face major barriers. Businesses run by women (such as those in the agriculture and fisheries related sector) face major establishment hurdles and are frequently unable to respond to emerging economic opportunities, as regulations relating to the right of women to own assets, including land, and operate businesses in their own name prevent them from doing so. Informal barriers and costs and social rules governing women's behaviour and bargaining position also discriminate strongly against women's economic participation.

Those gender inequalities in access to economic incentives and productive resources reduce productivity and output. They prevent women from sharing in the benefits of production, even when they have done most of the work. Giving e.g. women farmers the same level of land tenure rights of the land, they work on as men (and thus an incentive to women to invest in productivity-enhancement) could increase, as per some studies and research, agricultural production in some countries by 20% and thereby make a huge contribution to national and regional food security.

Policy settings and regulatory frameworks often drive these fewer positive outcomes, driven by discriminatory social institutions that reproduce gender stereotypes and mind-sets that go against women, and this needs to be addressed sustainably through in-depth policy and legislation change.

The above provides the conceptual foundation for this project, which argues strongly that gender inequality and women disempowerment are one the main determinants of human insecurity.

The project thus aims, through a combination of policy reform advocacy and advice (targeting the entire Caribbean), as well as direct downstream support (in a group of countries) to up to 2,500 farmers and small agro- and fisheries business entrepreneurs and of whom the majority are women,

to advance multi-faceted human security by focusing on the economic empowerment (of women) in the agriculture, fisheries and the agriculture-fisheries related small business sector.

By doing so, the project will lay the basis for the further up-scaling of the project's results after the three-year time frame, and the expansion of its innovative strategy to other sectors. Success expected to be achieved under this project will then provide a major impetus for a broader recognition of the priority of gender equality and women empowerment for enhanced resilience; for stronger economic growth; for a more inclusive society; and finally, for strengthened and sustainable human security.

By following a regional Caribbean approach and associating up to 14 Caribbean countries in the public policy and sector support strengthening aspects of the project, a valuable contribution will be made to broader awareness raising across the Caribbean on the subject of human security and on the link between human security and gender equality; to policy reform; and to the strengthening of collaboration, experience sharing and resource pooling among Caribbean countries with respect to country-specific and regional Human Security strategies and innovation therein.

b. Action plan for Integration and Mainstreaming of the Human Security Approach

The integration and mainstreaming action and advocacy, under this project, related to the Human Security concept and approach and across the Caribbean region, will be pursued through a multiple set of activities, at the level of the UN System; at the level of the participating countries, with respect to their policies, development strategies and action; at the level of the partner communities; and through activities jointly involving UN, national and community partners.

Also, a particular attention in monitoring and evaluation will be placed on assessing whether the proposed integration activities do indeed lead to enhanced awareness and mainstreaming of the Human Security approach – at all levels - so as to adjust, when and where required, the initially defined integration strategy.

It is foreseen to include in addition, in every project-wide Steering Committee meeting, a specific agenda item focusing on the progress in implementing the Integration and Mainstreaming strategy, and to discuss whether there is a need to further strengthen – or adjust – the strategy so as to ensure that this key objective of the UNTFHS project is reached.

Activity	Responsible Entity	Time-frame	Year 1				Year 2				Year 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
UN System														
Awareness raising and capacity strengthening within the UN System, through the development and dissemination of guidelines for the mainstreaming of Human Security considerations as well as gender equality and women’s economic empowerment objectives and strategies across the MSDF (and across the Agencies’ Annual Action Plans), and demonstration of how gender inequality acts as a main driver of human security, initially with focus on the agriculture (and fisheries) sector.	UN-Women, in collaboration with the associated UN Agencies and the Resident Coordinator Office(s), and drawing on the technical support of the UNTFHS Unit ⁶ and the Project Management Unit	Project formulation and start-up stage Year 1												
Development of a ‘Key Indicators and Targets Dashboard’ to serve as a reference to assess progress and impact of development (and UNTFHS project) action, and clearly demonstrating therein not only the intrinsic link between Human Security, SDG, Sendai Framework and Resilience objectives and goals but also the over-arching ‘Human Security’ dimension of the Dashboard goals.	Resident Coordinator’s Office, drawing on the participation and inputs from all UN System Agencies and the Project Management Unit	Year 1-3												

⁶ Reference to the Resident Coordinator (or the Resident Coordinator’s Office) is understood to refer to the Resident Coordinator (or his/her Office) in Barbados, as well as, through the Barbados-based RC, to the other four Resident Coordinators in the Caribbean, as required

<p>Design and implementation of a System-wide communications strategy and plan related to the Human Security concept; to its link with SDG, Sendai Framework, SAMOA Pathway and Resilience agendas and goals (see above); and to the integrated and Human Security focused indicators and targets framework the project will develop in relation to these different goal sets.</p>	<p>Resident Coordinator's Office(s), in collaboration with UN-Women and associated UN Agencies, and their respective communication focal points; Project Management Unit</p>	<p>Year 1-3</p>											
<p>Gradual expansion of the set of prioritized programme goals (as well as clarification of challenges and the definition of effective responses thereto), within the MSDF, in relation to the human security and gender equality and women economic empowerment agenda and objectives, as a result of the regular association of UN Agencies in the implementation, steering and monitoring of this UNTFHS project; of the sharing of lessons learned and the project-generated evidence base on impact; and of the sensitization activities undertaken.</p>	<p>Resident Coordinator's Office, drawing on the participation and inputs from all UN System Agencies</p>	<p>Year 1-3</p>											
<p>Training workshop for UN Programme Staff on Human Security (and its link with SDG, Sendai Framework and Resilience goals and agendas); on the mainstreaming strategies of these goals and objectives in the MSDF; and on the UNTFHS project; the scope - and importance - for participation as</p>	<p>Resident Coordinator's Office, in close association and collaboration with UNTFHS associated agencies, and with the technical support and participation of the UNTFHS</p>	<p>Year 1 and 2</p>											

One UN in its activities, outreach and advocacy, and the best ways and initiatives to achieve this.	Unit and the Project Management Unit														
National Partners			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Mapping of the degree and specificity of convergence between global goals (Human Security, SDGs, Sendai Framework, SAMOA Pathway, Resilience); MSDF goals; and national plan goals, as an input into Human Security advocacy and (regular) partner dialogues Sharing of the results of this analysis with the countries concerned, and initiation of a dialogue to reach consensus on possible steps leading to stronger convergence between the different global and the national goals.	Resident Coordinator Office(s), in collaboration with UN Agencies, Planning Ministries, and Civil Society; and the Project Management Unit	Year 1 and 2													
Awareness raising on Human Security mainstreaming in public policy, by integrating Human Security concepts, goals and targets (and gender inequality considerations) in a review of public policies (trade, agriculture, tax, etc.) to be undertaken under the project, and through a regional workshop with senior decision-makers	Project implementing partner (through UNDP); and Project Management Unit	Year 1-3													

organized under the project to review findings and recommendations.													
Awareness raising on (positive and negative) human security impacts in structural adjustment and budget deficit reduction programmes, by integrating Human Security (and gender inequality considerations) in a review of these programmes under the UNTFHS project and by sharing lessons learned from the review of similar programmes elsewhere, and initiation of a high-level dialogue on findings and recommendations.	Project implementing partner (through UNDP); Project Management Unit	Year 1-3											
Study on the (quantifiable) economic value-added which results from greater gender equality and women economic empowerment (in the agriculture and fisheries sector, but study to be possibly expanded later to other sectors and the economy as a whole), with the purpose of making a strong case for the systematic inclusion of gender equality and women economic empowerment objectives in the resilience building and Human Security strategies in the Caribbean.	Specialist economic consultancy (through UNDP); Project Management Unit	Year 1-3											

<p>Sensitization of Caribbean governmental and non-governmental partners on Human Security goals, and on the link between gender equality and human security, through the organization of a high-level UNTFHS project launch; through the organization of a regional conference sharing the project findings and results upon project completion; as well as through the wide dissemination of the end-of-project conclusions and findings (and case study) (including a candid review of challenges encountered).</p>	<p>UN-Women and project associated UN Agencies, with coordination and support by the Resident Coordinator Office(s) and the Project Management Unit</p>	<p>Project Start End of project</p>											
<p>Human Security dialogue organized with Civil Society and concluding with a partnership agreement for the purpose of jointly advancing Human Security understanding and awareness, and jointly advocating for strong(er) Human Security commitment and action.</p>	<p>UN-Women, with associated UN Agencies, Project Management Unit and UNTFHS Unit participation</p>	<p>Year 1</p>											
<p>A briefing session on the Human Security agenda and on the project organized with media representatives; a better understanding reached on media interest and how this can be best supported so as to increase media coverage and reader participation in Human Security debates; and a strategy agreed on regular coverage of Human Security related issues and actions in the media.</p>	<p>UN-Women, with the University of the West Indies (being associated for the social media component of the UTFHS project) and the Project Management Unit</p>	<p>Year 1-3</p>											

At the level of participating communities			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Participatory design and implementation of community-level action plans (with participating communities selected based on well-defined needs and success potential criteria) across the different Project Outcomes, with Human Security sensitization and capacity development fully integrated in the partnership and participation process.	All project-associated Agencies and implementing partners; Project Management Unit	Year 1-3												
Piloting of a simplified community-level ‘Human Security Indicator and Targets Scorecard’, derived from the national scorecards integrating Human Security; Sendai Framework; SDG and Resilience objectives and goals (see above).	UN-Women and FAO, in partnership with Resident Coordinator Office(s) and associated Agencies; Project Management Unit	Year 1-3												
Facilitation of local, in-country exchange visits by communities and farmer/fisherfolk groups to other project participating communities, to stimulate practice-sharing and human security community-to-community dialogues and learn from possible success stories.	UN-Women and FAO, in partnership with Resident Coordinator Office(s) and associated Agencies; Project Management Unit	Year 1-3												

<p>Encouraging communities, as part of the awareness raising, ownership building and capacity development around Human Security action, to select - for their community - the community's three major challenges and the three major action priorities to address Human Security, chosen from (or even beyond) a long-list of challenges and goals the project will prepare. Organization of regular review and updating discussions related to the short-list and the result of action undertaken with - or by - the communities.</p>	<p>UN-Women and FAO, in partnership associated Agencies; Project Management Unit</p>	<p>Year 1-3</p>												
<p>At the level of all partners</p>			<p>Q1</p>	<p>Q2</p>	<p>Q3</p>	<p>Q4</p>	<p>Q1</p>	<p>Q2</p>	<p>Q3</p>	<p>Q4</p>	<p>Q1</p>	<p>Q2</p>	<p>Q3</p>	<p>Q4</p>
<p>One of the key results of the project must be its contribution to the expansion, deepening and up-scaling of Human Security considerations and goals in regional, national, local and community development planning and action.</p> <p>The Project Management Unit under the leadership of UN-Women and FAO, and with the inputs from a UN and non-UN partners will throughout the three years of the project, and building on multiple partner dialogues and on lessons learned (through this UNTFHS project and otherwise) prepare such</p>	<p>Resident Coordinator Office(s), in partnership with UN Agencies; Project Management Unit</p>	<p>Year 1-3</p>												

<p>plan, and put it before participants at the end-of-project stock-taking conference, so as to ensure broad-based discussion, followed by possible endorsement and strong commitment to implement it.</p> <p>Upon endorsement, the UN System will collectively support the integration of the Human Security action plan in national development planning, and in their own country programme plans.</p>														
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c. Pilot Catalytic and Innovative Nature of the Project

The innovation which this project brings to the Human Security agenda and activities in the Caribbean has different aspects and dimensions:

One, it generates evidence-based proof, initially focusing on the critically-important agriculture, fisheries and related small business sector, of the argument that gender equality and women empowerment are among the main drivers of human security;

Two, it demonstrates that human security is not possible without sustainable development and resilience, but that, similarly, resilience is not effective and sustainable if inequality and exclusion, also resulting in particular from gender inequality and the absence of comprehensive women economic empowerment, are not corrected;

Three, it high-profiles a strong 'One-UN' message, from the UN team in the Caribbean and through their joint submission - as a Country Team - of this project, about the importance of prioritizing and mainstreaming the gender equality objective in the Multi-Country SDG Framework strategy. And of the crucial contribution it expects from this UNTFHS project to help demonstrate the validity of this prioritization; to thereby sensitize Caribbean governmental and non-governmental partners on Human Security imperatives and approaches; and to generate lessons that can be helpful in guiding further replication and up-scaling of the UNTFHS project and its Human Security strategy;

Four, similarly, this project aims to be catalytical in stimulating a change in the traditional order of priorities in project objectives: rather than a sectoral project led by a UN Specialized Agency (or multiple Specialized Agencies) with UN-Women providing additional gender mainstreaming support, the UN Team thus presents this project as resolutely prioritizing gender equality and therefore being UN-Women led, with Specialized Agencies providing support services in their respective technical, sectoral areas of specialization, allowing for further innovation when scaling up pilot programming;

Five, the project holds the premise that human security needs to be advanced through a balanced combination of an effective, enabling and conducive policy environment as well as concrete downstream direct support, both of which the UNTFHS project will support and help achieve. These two dimensions (up- and down-stream) must mutually reinforce each other as otherwise the impact at one level would be undone through deficiencies or gaps at the other level;

Six, the project will demonstrate that addressing the policy environment needs to be broad-based and comprehensive. This project, while concentrating on the agricultural (and fisheries)

sector, will also assess and propose changes where required in policies related to land access; to trade and market access; to financing and insurance; to fiscal management; to structural adjustment and budget deficit reduction; to vocational training and agricultural extension; to small business development and support; to beneficiary prioritization and 'leave no one behind' strategies; to social protection; etc. as these all impact on gender equality and the economic empowerment of women;

Seven, the project takes a decisively Caribbean-wide approach, to ensure that (a) the policy review and advice has an impact across the entire region; (b) that networking arrangements are encouraged and supported allowing countries to share ideas and practices and continue to do so even after the project ends, and which can also be extended into South-South partnership arrangements (in particular with the Pacific Region); and (c) that mechanisms are developed to guide and support up-scaling in all countries of the Caribbean;

Eight, the project will document and demonstrate that gender equality and women empowerment, while an important aspect of the operationalization of the indivisible human rights, is not only one of the main drivers of human security, but also 'smart economics', as it is capable of reversing a situation where major income opportunities – and which could thus become additional resources for investment in human security – are being lost; and

Nine, the innovative example set under this UNTFHS project and its results on human security, will also contribute to the expansion of the gender equality objective prioritization in the future global UNTFHS project portfolio, and thus have a positive impact on human security achievement well beyond the Caribbean region.

The integrated, multifaceted and people-centred approach applied through the project, placing emphasis on the empowerment of people (and women in particular), on their social inclusion, and on enhancing institutional capacity to deliver to them adequate services will significantly contribute to achieving Human Security goals in the region.

A particular effort will be made, in the context of the end-of-project stock-taking conference to ensure that operational recommendations are made, in consensus among governmental and civil society participants, to contribute to the up-scaling and expansion of the approaches developed under this pilot UNTFHS project.

3. Project Details

The matrix hereunder summarizes the main output targets and planned activities under the UNTFHS project in relation to the four outcomes of the project. These four (4) outcomes encapsulate

six (6) broader objectives outlined in the original concept note, on which the UNTFHS project will focus, in support of the project's overarching human security impact objective⁷:

1. Gender -responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalised⁸;
2. Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture (fisherfolk) and unemployed young men).⁹
3. Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses.¹⁰
4. Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy.¹¹

a. Work Plan¹²

7 Actions specifically related to the objective of 'Integration and Mainstreaming of the Human Security Approach' are described in Chapter 2b above, and are detailed also – as one of the project objectives – in the detailed budget annex.

8 This outcome includes objective: Women benefit equally from effective agricultural, fisheries and small business extension services and agricultural (and small agri- and fisheries business) support programmes, which currently mainly reach out to men;

9 This outcome includes objectives Women smallholder farmers and entrepreneurs move up the value chain; And New - and/or facilitated access to existing - appropriate finance, financial services and low-cost insurance products and making them equally accessible to women farmers, fisherfolk and small business entrepreneurs;

10 This outcome includes objectives: Women obtain equal access to land, to small business, and to land and business title registration and Public policies as well as structural adjustment programmes, which affect small-scale farming and fisheries and related small business activities, are gender-sensitized.

11 This outcome includes objective Disaster risk and climate change proofing of women agriculture, fisheries and related small business activities;

¹² All outcome targets in the work plan consist of a (upstream) policy dimension, and of a (downstream) component of direct support, of piloting of reforms and improved sector support systems, and of demonstration activities. Policy reform activities are Caribbean-wide. Direct support, pilot and demonstration activities will be community-, household- and locality-specific. They will be focusing, for the reasons explained above, on Antigua and Barbuda, Barbados, Dominica, Grenade and Saint Lucia. The selection of beneficiary communities in these focus countries will be on the basis of a well-defined set of criteria and will be further defined during project formulation. Need, impact potential and demonstration value (for the purpose of guiding up-scaling and replication) will be key considerations therein.

In the following Work Plan, those direct support, pilot and demonstration activities are clearly indicated as being implemented 'in the five focus countries.'

Project Goal: Enhanced Human Security, through Gender Equality and Women Economic Empowerment in a Resilient and Value-Adding Agricultural (and Fisheries) Sector in the Caribbean

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

Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.

Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services;

Activity 1.1.2: Recommendations formulated for the modernization and effectiveness enhancement of gender-sensitive agriculture, fisheries and small business extension services;

Activity 1.1.3: Participatory workshop(s) to present, discuss and endorse the recommendations for the strengthening of the agriculture and small business extension services, in particular in reaching women farmers and entrepreneurs.

Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and agriculture/fisheries related small business entrepreneurship).

Activity 1.2.1: Review of national agriculture and small business support programmes and incentive schemes;

Activity 1.2.2: Analysis of the possible need for different or additional support measures and incentives (range of support activities; reach of specific target groups, in particular women smallholder farmers, fisherfolk and women small business entrepreneurs);

Activity 1.2.3: Review and approval of the proposals for revised and expanded support measures and incentives;

Output 1.3: Improved awareness by smallholder farmers, fisherfolk and small businesses (with particular focus on women farmers and entrepreneurs) of available support and incentives.

Activity 1.3.1: Comprehensive mapping of available support schemes (existing, or improved following the above review and recommendations);

Activity 1.3.2: Practical guide prepared on how to access such support and incentives, and the conditions for accessing them;

Activity 1.3.3: Easily accessible Help Desk(s) established.

Output 1.4: Reforms and improvements (proposed and endorsed following the reviews as per Outputs 2.1 and 2.2 above), implemented.

Activity 1.4.1: Support to the Ministries of Agriculture and Fisheries in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project;

Activity 1.4.2: Support to the Ministries of (Small) Business in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project;

Activity 1.4.3: Establishment of a project-funded and supported ‘Small Grants’ Scheme providing limited start-up or development support to smallholder farmers, small-scale fishing and small business entrepreneurs, based on transparently defined prioritization criteria (with particular focus on women farmer and entrepreneurs);

Activity 1.4.4: Effective national mechanism, within the Ministries in charge of Agriculture, Fisheries and of Small Business, in place to evaluate effectiveness of the implemented changes, and for the formulation and implementation of corrective action if/where required.

Output 1.5: Participatory review¹³ (with smallholder farmers, fisherfolk and small business entrepreneurs, in particular women) of existing Disaster Preparedness, Response and Recovery Plans in as far as they affect them and their livelihoods; identification of shortcomings and gaps; formulation of recommendations for strengthening prevention and preparedness; and support to the subsequent implementation of these recommendations (with project financial support to pilot initiatives with strong demonstration value).

Activity 1.5.1: Review of existing Disaster Preparedness, Response and Recovery Plans and formulation of recommendations to further improve them;

Activity 1.5.2: Implementation of the recommended improvements, with pilot project funding support. (example: seed banks; more secure storage facility; sea surge protection; etc).

Output 1.6: Assessment of major climate change risks to agricultural, fisheries and agriculture and related small business, and implementation of the formulated mitigation and adaptation recommendations.

¹³ Where those Plans currently do not exist or only in a very general formulation, the project will support their development, in particular through a country-to-country support arrangement.

Activity 1.6.1: Participatory review of the major climate change risks; formulation of adaptation recommendations, including in terms of water harvesting and management; crop diversification; improved seeds; planting and harvesting cycle adjustment; etc.;

Activity 1.6.2: Implementation of the recommended adaptation measures and initiatives, with catalytical project funding support. (Example: new seed varieties; introduction of new varieties; skills training; new tools; etc.).

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

Output 2.1: **Appropriate financial products and services developed with - or made more accessible by - financial institutions in support of small-scale farming and entrepreneurship.**

Activity 2.1.1: Assessment of priority financial product needs and development - or ensuring greater accessibility - of appropriate product solutions (credit; lease; mobile payments and receipts; alternative collateral);

Activity 2.1.2: Establishment of a national oversight and effectiveness review mechanism for financial products for smallholder farmers and small business.

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

Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products;

Activity 2.2.2: Awareness raising on available and developed insurance products;

Activity 2.2.3: Establishment of a national oversight and effectiveness monitoring mechanism for insurance products for smallholder farming and small business.

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

Output 3.1: Review, reform and modernization of the land/business registration system.

Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems;

Activity 3.1.2: Participatory workshop organized to present, discuss and endorse recommendations to strengthen the registration systems, to modernize it (also through the use of new technologies) and to make them user-friendly, in particular for women farmers and women small business entrepreneurs;

Activity 3.1.3: Development of a costed strategy and action plan to strengthen the land/business registration system and to make it more accessible, in particular for women farmers and small business entrepreneurs;

Activity 3.1.4: Country pilot activities to support the implementation of the above strategy and action for the improvement of the land/business registration systems.

Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing.

Activity 3.2.1: Preparation of a short 'How To' guide on the practical steps related to land and business registration;

Activity 3.2.2: National Help Desk(s) or Hotline(s) established to provide women farmers and small business entrepreneurs with guidance and support in this registration process and in obtaining the stipulated benefits resulting from this registration;

Activity 3.2.3: Provision of direct land/business registration support to women farmers and women small business entrepreneurs.

Output 3.3 Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development.

Activity 3.3.1: New supply chain opportunities identified, documented, 'How To' guides developed, and start-up support provided;

Activity 3.3.2: Individual or group agriculture and fisheries related small business opportunities (trade; storage; agro-processing) identified and documented in 'How To' guidance, and training documentation; and start-up support provided;

Activity 3.3.3: Training packages and modules put together and delivered to interested potential small business entrepreneurs, with a particular focus on women;

Activity 3.3.4: In collaboration with concerned Ministries, incentive and support programme (specifically targeting women farmers, fisherfolk and small business entrepreneurs) designed and put in place;

Activity 3.3.5: Easily accessible Help Desk for start-ups established.

Output 3.4: Increased knowledge of value addition, business and market opportunities

Activity 3.4.1: Knowledge and skill-building training on topics such as agro-processing, fish processing; conservation; standards and packaging;

Activity 3.4.2: Training on accessing new market opportunities, including supply chain management and linkages with the eco-tourism sector.

Output 3.5: Digital platform, specifically designed for smallholders, small scale fishing and small business entrepreneurs, disseminated to farmers, to small business entrepreneurs and to farmer and small business entrepreneur groups.

Activity 3.5.1: Support to farmer and small business entrepreneurs by making available an on-line information system and farm/business application (providing support for investment decisions; farm planning; financial management; crop decisions; market intelligence; access to financial and

insurance products and services; simplified accounting; transport; and crop wastage prevention and spoilage reduction;

Activity 3.5.2: Effective feedback from users related to the digital platform established, and adjustments to the platform developed taking into account feedback received.

Output 3.6: Improved marketing of smallholder and small business products.

Activity 3.6.1: Training workshops on price and contract negotiation;

Activity 3.6.2: Leadership training with women farmers, fisherfolk and small business entrepreneurs to build negotiation skills with intermediaries, hoteliers, cruise owners/suppliers;

Activity 3.6.3: A more harmonious and win-win relationship achieved between targeted buyers/intermediaries and farmer/entrepreneur groups.

Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated.

Activity 3.7.1: Structural adjustment proposals and plans, impacting on small-scale farming and fishing and related small business, reviewed;

Activity 3.7.2: Advisory Notes prepared with proposed adjustments to mitigate negative impact on smallholder farmer, fisherfolk

and small business, and on women farmers and small business entrepreneurs in particular;

Activity 3.7.3: Advocacy initiatives related to the recommended policy changes organized, and proposed changes effected;

Activity 3.7.4: National policies impacting farming reviewed;

Activity 3.7.5: Advisory Notes prepared with adjustments recommended in order to mitigate negative impacts on smallholder farmers, fisherfolk and small business, and on women farmers, fisherfolk and small business entrepreneurs in particular;

Activity 3.7.6: Advocacy initiatives related to the recommended policy changes organized, and (possibly) resulting in the adoption of the proposed adjustments.

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

Output 4.1 Farmers groups' (minimum 50% women) established and/or strengthened

Activity 4.1.1: Support, in the five focus countries, to the establishment of new farmers', fisherfolk and small business entrepreneurs' groups, ensuring at least 50% women participation and 15% young people in membership and decision-making;

Activity 4.1.2: Management and organizational support to farmer/fisherfolk and related small business entrepreneurs' groups;

Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results;

Activity 4.1.4: Support to farmer/fisherfolk groups in undertaking joint activities for the benefit all group members (group buying; group selling; common services; shared equipment purchases; pooling arrangements).

Output 4.2: Strengthened Risk Alert and Early Warning mechanism for smallholder farmers and small business entrepreneurs

Activity 4.2.1: Definition and mapping of major sudden and slow onset risks to smallholder farming, fishing and small business activities and livelihoods;

Activity 4.2.2: Sensitization of smallholder farmers, fisherfolk and small business entrepreneurs to those disaster and climate change related risks and to possible prevention, mitigation or adaptation measures and initiatives;

Activity 4.2.3: Establishment of a national Early Warning and Risk Alert mechanism for advising smallholder farmers and entrepreneurs on the need to activate preparedness and recommended response.

Outcome 5: Integration and Mainstreaming of the Human Security Approach

Output 5.1: Effectively coordinated and implemented project.

Activity 5.1.1: Project implementation;

Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF

Activity 5.2.1: Formulation, review and endorsement (workshop) of the proposed guidelines;

Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security

Activity 5.3.1: Preparation and wide dissemination of short advocacy and 'How To' guide(s)

Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies

Activity 5.4.1: Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies.

Output 5.5: Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment

Activity 5.5.1: Awareness raising of decision-makers on the need for - and impact of -integrating Gender Equality and Human Security in structural adjustment programmes.

Output 5.6: Documentation of quantified results of the economic impact of greater gender equality and women empowerment (case study, for advocacy purposes)

Activity 5.6.1: Case study or simulation case quantifying the economic impact of greater gender equality and women empowerment.

Output 5.7: Effective UN-System wide steering and monitoring of the HSTF project, and lessons learned mainstreamed in the MCSDGF implementation.

Activity 5.7.1: Quarterly Steering Meeting and Production 'Lessons Learned' Action Points.

Output 5.8: High-level Project Launch

Activity 5.8.1: High-level project Launch, and a major end-of-project conference on lessons learned and forward-looking Gender Equality and Human Security action planning.

b. Beneficiaries¹⁴

There are three categories of beneficiaries of this project.

First, small grant support for livelihoods development will be geared towards a target group of approximately 2,500 farmers, fisherfolk and those sectors-related small business entrepreneurs in Antigua and Barbuda, Barbados, Dominica, Granada and Saint Lucia (the five focus countries for direct support under the project) and with at least 50% of them women and at least 25% under forty years of age. As such 12,500 people will be reached through such support, based on an average family size of five.

¹⁴ See also footnote 9 above on the selection of beneficiaries of direct support, pilot and demonstration activities under the project

Second, the project will work with about 50 community groups (10 in each of the five focus countries). Pilot and demonstration activities, in the area of disaster preparedness and mitigation as well as climate change adaptation and value chain development, will be implemented in - and with - those communities, and this on the basis of an integrated and Human Security focused community action plan elaborated jointly with these communities. Communities will be assisted through the groups they will have organized themselves prior to the project or through the project. With an average of 120 families per community, the estimated beneficiary population of these project activities is about 30,000.

Third, through the policy reform and institutional strengthening contribution of the project, its impact will potentially extend to all farming, fishing and agriculture and fisheries sector related small business activities throughout the 14 Caribbean CARICOM member countries and with a particular focus on women farmers, fisherfolk and small business entrepreneurs. If 30% of those currently or potentially deriving a livelihood from these sector activities can be positively impacted by the reforms and support systems improvement pursued under the project, and with agriculture and fisheries sector related employment about 10% to 15% in the 14 countries (with a total population of about 3 million), the population positively impacted in their livelihood activities through these project activities and outputs is estimated at 120,000.

Ministries who will be associated and advised in the context of the project (Agriculture, Small Business, Trade, Finance, Planning, etc.) and the national Gender Machineries and Focal Points will also, through the policy and institutional support activities of the project, become project beneficiaries (as well as project partners). Such cross-ministerial involvement in the project will help to anchor strongly the human security concerns and considerations in a Whole-of-Government approach.

By pursuing a comprehensive Caribbean-wide country coverage with respect to its support to upstream policy reform and sector support systems strengthening, the project will contribute to a Caribbean-wide inter-country networking and experience-sharing arrangement thereby further strengthening Human Security strategies and programme effectiveness.

As a result of the combined downstream and upstream support of the project, a major contribution will be made to strengthening capacity for value-addition and income generation related to the agriculture and fisheries sector, not only to farming families (in particular women-headed households) but also to the sector as a whole and to national GDPs, thus directly providing an impetus to Caribbean countries' capacities to fund and provide social and economic services to their citizens at large and thereby making a major contribution to enhanced human security in the region.

c. Project Development

The current proposal was developed with significant participation of, and consultation with, stakeholders across the Caribbean, by drawing and building further on recent analysis and programming work undertaken in close consultation with governmental and non-governmental stakeholders, such as in the context of the formulation of the Common Multi-Country Assessment and the Multi-Country SDG Framework document, as well as on additional recent analysis and data in their respective areas by the UN Agencies and other partners associated with this project.

The initial project idea was discussed and strongly endorsed by the UN Country Team, after which a pre-Concept Note was developed under the leadership of UN-Women, and in close collaboration with the other UN Agencies associated with this UNTFHS project.

It was subsequently finalized, prior to submission to the UNTFHS Unit, in a one-day multi-stakeholder workshop in September 2018, and further improved for submission in January 2019 taking into account guidance and feedback received on the initial Concept Note.

This consultation will be further expanded during the project formulation, upon the approval of the Concept Note and taking into account further guidance provided by the Human Security Unit during the Concept Note appraisal.

d. Partnership Strategy

The project will adopt strategies that are inclusive and participatory, promote national and local ownership of project interventions, and focus on capacity building at the local/community and national/institutional levels.

The Project Team will ensure participatory planning across agencies and with relevant stakeholders to build on each organization's comparative advantage, avoid duplication, and enhance synergies. Local and beneficiary input into the monitoring process will be actively solicited.

A project Steering Committee will be formed to provide oversight and monitoring and will pay particular attention to the efforts undertaken to enhance understanding and ensure wider mainstreaming of the Human Security paradigm and strategy.

As part of the strategy to assist the sector (and the women farmers, fisherfolk and small business entrepreneurs in particular) to move up the value chain, win-win commercial and partnership arrangements will be pursued with private sector entities, with guidance and support provided under the project. Through the ongoing project Climate Risk Adaptation and Insurance in the Caribbean (CRAIC), a partnership between ILO and the Munich Climate Insurance Initiative (MCII) funded by the German government, insurance institutions will be associated with the project, for the development – and/or active dissemination - of appropriate and effective insurance products. The same will be done with financial institutions and financial products.

Finally, an up-scaling plan will be developed with national and regional stakeholders, to ensure that impact is sustained and expanded after the UNTFHS project. For this purpose, a conference will be held at the end of the project, with large and representative participation, to review project achievements; to thereby further strengthen understanding of - and commitment to – resilience, human security, gender equality and women economic empowerment goals and priorities; and to decide on steps to up-scale the initial experience gained under the UNTFHS project. The participation of the Human Security Unit as key resource in this conference is of extreme importance.

4. Risk Mitigation

While consultations during Project Concept Note preparations have indicated a high level of commitment for the Human Security strategy and goals the project is pursuing, and a particularly strong interest in the contribution the project will make to the design and formulation of a larger-scale Caribbean-wide Human Security initiative that will draw from the lessons learned under this 3-year UNTFHS project, the importance is nevertheless stressed of objectively identifying, prior to project start, possible risks to the project.

This does indeed allow to identify possible courses of action, also from the start of the project, to either prevent these risks from materializing or to allow to reduce to the maximum the possibility of the occurrence of these risks becoming project-jeopardizing occurrences.

To enhance awareness of those risks, and to increase preparedness for these possible risks, a very broad approach has been followed in the identification of these risks, the assessment of their potential impact and of the probability of them occurring, as outlined in the following table:

	Impact	Probability	Proposed mitigation measures	Responsible organization(s)
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Description of risks and negative externalities				
<p>Less-than-desired (and/or necessary) ownership of the Human Security concept, understanding of challenges and internalization of action priorities at national decision-making levels</p>	<p>High</p>	<p>Low to Medium</p>	<p><u>Note:</u> As absence of national and/or regional ownership is the most critical risk, mitigation actions below are broad-based and will receive particular emphasis during the project:</p> <ul style="list-style-type: none"> • Regional project launching event involving (also) senior government representatives; • Widely publicized communication related to the launching event to/through the regional media; • Identification and mobilization of two Caribbean Government leaders, strongly committed to Human Security and committed to placing Human Security as often as possible high up in the agenda among their regional peers, and ready to be regularly 'present' at project-organized events or human security related media activities; • Mobilization of one or two Members of Parliament (at least one of them being a women MP) in each of the participating countries, to ensure Human Security figures regularly up-front in parliamentary legislative, budget approval and oversight action; • Identification and mobilization of a national project focal point within the ministries of planning and development (or other 	<p>Resident Coordinator Office(s); UN-Women; FAO and other co-implementing UN Agencies; Project Management Unit</p>

			<p>ministries in charge of coordination), with two equally strong and 'vocal' co-focal points respectively from the national Gender machineries and from civil society;</p> <ul style="list-style-type: none"> • Establishment of a standard practice of regular interaction with the three country focal (co)-point(s) at the occasion of each country mission by any of the project participating agencies, so as to continuously underline the importance of the project; recognize the key role of the focal point(s); and provide an opportunity to listen and respond to concerns, questions, suggestions and recommendations from the focal points; • Regular discussion during those missions also of any creative ideas focal points may have to further strengthen Human Security action, and discuss possible support needed (within or outside of project resources) to implement them; • Provide briefing to - and discuss with - focal points, during those missions, on the strategy-related discussions taking place at the Quarterly project-wide Steering Committee Meetings; • Up-front production (and wide dissemination) of an explanatory note on Human Security and what the project plans to do and achieve, so as to broaden awareness and understanding; 	
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			<ul style="list-style-type: none"> • Launching (in partnership with the University of the West Indies, as part of the project’s activities) of a social mobilization tool, to contribute to growing awareness of the Human Security concepts and to create a strong presence of the ‘Human Security’ debate and action in the ‘public domain’. • Provide a functionality in the above tool for interactivity, and for regular Human Security related theme-specific open debates and discussion opportunities; • Association of national focal point(s) in the quarterly Steering Committee meetings (where organizationally possible), so as to build strong project ownership and commitment at the level of each participating country through the strong empowerment of national focal points (face-to-face or through web-conference); • Drawing on the country contacts of each participating agency (and the RC’s Office), develop a network of National Human Security ‘Champions’. • Provide support to the above ‘Champions’ in undertaking interesting national and local Human Security campaigns or initiatives they are proposing and are ready to take on in their respective countries; • Systematic inclusion of UNTFHS Human Security project updates (as well as on the project
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			<p>challenges) as an agenda item in the high-level UN-Government dialogues and joint programme reviews;</p> <ul style="list-style-type: none"> • Preparation of a short Fact Sheet for - and briefing by the Resident Coordinator's Office of - high-level visiting UN missions on the Human Security challenges in the Caribbean and on the UNTFHS project objectives (drawing also on the information note prepared by the UNTFHS project) so that, where/when useful, this can be referred to and further discussed in the high-level meetings with national partner and policy-makers during those visiting missions; • Organization of regular media briefings (face-to-face and on-line) and production/sharing of best practice and human stories and lessons learned papers, to support increased media coverage of Human Security action related subjects. 	
Change in project ownership, as a result of a change in national leadership or the onset of pressing national priorities or crises	High	Low-Medium	<ul style="list-style-type: none"> • Continuation (and intensification during crisis moments) of the above mitigation actions; • Ad-Hoc Meeting of the Steering Committee to discuss possible additional mitigating measures, adapted to the particular 'crisis' faced; • Discuss with UNTFHS Unit and other contributing donors the necessity and possibility of increasing the disaster response related component of the 	Resident Coordinator's Office(s); UN-Women; FAO and other co-implementing UN Agencies

			UNTFHS project in participating communities.	
Low interest and participation from (some) communities	Medium	Low	<ul style="list-style-type: none"> • In addition to criteria of need, deprivation and vulnerability, interest in Human Security approaches and commitment to participate in relevant action will be an important criterium in beneficiary selection during project formulation and implementation; • All Project Outcomes 1 to 5 areas include a participatory approach to problem identification and action planning, thus closely involving beneficiaries and communities - and providing an opportunity for community leadership - in project activities, and follow a systematic process of sensitization and awareness raising; • In relation to Project Outcomes 1 to 5, 'simplified' Information and Guidance Notes will be prepared, in the form best suited to inform communities, to enhance understanding of project rationale and activities and to strongly mobilize communities to partner in Human Security action; • Substantial budget provisions have been made for support, demonstration and piloting, of business start-up support, and micro-insurance that should ensure that, there is growing internalization of the Human Security action framework guiding these activities. 	UNTFHS Project Team and Associated Agency Teams; co-implementing Partners

			<ul style="list-style-type: none"> • For Project Outcome 4 (Group Formation and Strengthening and Moving-Up the Value Chain), facilitators will be present to back-stop and support each of the smallholder farmers/fisherfolk groups and participating communities; • With respect to national governments' Extension Services; Business Support and Incentive schemes and programmes, the project is providing support (Project Outcomes 1, 2 and 4) for the establishment of a permanent Help Desk which community members can call into for advice and possible additional support 	
Community capacity constraints	Medium	Low	<ul style="list-style-type: none"> • See actions above related to addressing the possible risk of lack of community interest to participate; • Outcome Area 4 (Value Chain and Small Business) has made substantial provision for production and delivery of training packages; • Support is provided under the project for Community Help Desks in Ministries of Agriculture, Fisheries and Small Business; • The social mobilization or webpage tool (to be developed and managed by the University of the West Indies) will have a functionality for on-line questions and clarifications to be asked; 	UN Joint Team; Project Management Unit; co-implementing partners

			<ul style="list-style-type: none"> • An agenda item on perceived understanding of Human Security concepts, challenges and solutions and on capacity to act and to partner (at the level of policy- and decision-makers; of civil society; of media and of communities), and on the capacity to identify the required responses to address possible problems and gaps encountered, will be systematically included in the quarterly Steering Committee meetings. • Necessary action steps to address understanding and capacity deficits will be discussed in the Steering Committee meetings, for follow-up by implementation partners and by the Project Management Unit 	
Natural disaster jeopardizing project activities	Medium	Medium	<p>The work undertaken with the communities related to Outcome Area 2 (Disaster Proofing and Preparedness) will provide an opportunity to demonstrate the positive impact of the project in terms of minimizing disaster impact and enhancing the communities' capacities to recover;</p> <ul style="list-style-type: none"> • The micro-insurance products introduced under Project Outcome 2 (if available in time) will demonstrate the positive Human Security impact of the initiative by allowing insured communities to re-build their livelihoods in a more timely manner; 	UN Joint Team; Project Management Unit

			<ul style="list-style-type: none"> • Community demonstration projects (related to climate change adaptation and mitigation, disaster prevention, mitigation and recovery) will showcase the positive impact of the UNTFHS project and its rationale, and thus be a driver as well as reference point for further upscaling and replication. 	
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5. Dissemination, Public Information and Communications

The project will include an important set of activities related to the dissemination of the Human Security approach and its added value for enhancing resilience. (See also in particular above the multiple dissemination, information and communication activities in the Strategy for Integrating and Mainstreaming the Human Security agenda as well as in the Risk Mitigation Strategy, and which are thus not repeated here).

Ministry officials and staff, public sector employees, development practitioners, academia, the media, civil society and community stakeholders will thus be provided multiple opportunities to participate in briefing sessions and dialogues and be given access to regular progress updates and think pieces developed by the project (on-line and through the UNTFHS project website to be developed, in partnership with the University of the West Indies).

Guidance documents will be prepared at the start - and throughout the course - of the project, to facilitate a shared understanding of the human security foundations and how this project intends to contribute to further operationalize this in the Caribbean context. A case study capturing the approach, on how strategies were implemented, and on results, lessons learned, and best practices will also be compiled and widely disseminated.

Working with the University of the West Indies, a social media tool will be developed, and a social media campaign undertaken, throughout the three years of the UNTFHS project, to broaden understanding of Human Security concepts as well as the objectives and achievements of the

UNTFHS project. The social mobilization tool will include a functionality for raising questions, for requesting clarification, and for participating in facilitated web discussions and workshops. This tool and activity is also expected to contribute to the creation of a gradually expanding community of practice on Human Security thinking, strategizing and action.

A specific briefing and interaction with media will be organized so as to build interest in the Human Security subject, and to define effective collaboration arrangements in support of wider Human Security subject coverage in the Caribbean media.

Finally, the above-mentioned end-of-project conference will be a major opportunity for further documenting, across the Caribbean, the relevance and impact of the Human Security approach; of how this UNTFHS project has concretely demonstrated impact in this important agenda and of how larger impact could be expected from a substantially expanded and upscaled Human Security initiative in the Caribbean, building further on this UNTFHS project.

6. Monitoring and Evaluation Plan

The Project Steering Committee, with the Project Management Unit as its Secretariat, will play a key role in monitoring project implementation and in evaluating project impact through a number of instruments that will include: the review, endorsement and monitoring of the Annual Work Plan, as prepared by the Project Management Unit; the annual reviews; the commissioning of an independent mid-term evaluation after 18 months; and a final evaluation and impact assessment at the end of the project.

To contribute to effective mainstreaming of the Human Security concept and approach, all UN agencies (including those not directly associated with the implementation of the project) will be invited to participate in the Steering Committee, which will meet on a quarterly basis. Other project partners (governmental and non-governmental; community and private sector; project donors) will, in function of the items on the agenda, also be invited to the Steering Committee. The proposed participants' list for each Steering Committee meeting will be prepared by UN-Women and FAO, for final decision by the Resident Coordinator.

As outlined above, the project will propose a shortlist of the main sustainable development and human security impact indicators (the 'Indicators and Targets List') which will be the reference document against which to benchmark baseline and progress.

Knowledge and perception assessments will be undertaken at given intervals, so as to capture partners' and beneficiaries' perceptions and understanding of human security as well as their attitudes and perceptions towards project activities and their sustainability.

A concise update on project progress will be provided by the Project Management Unit to each Steering Committee meeting, focusing on the status of implementation in relation to immediate output targets as well as the progress in relation to the strategic project goals of Human Security concept, strategies and goals mainstreaming in national and local developments plans; us-scaling and sustainability.

7. Project Management and Project Steering

a. Project Management Arrangements

The Barbados-based (servicing OECS countries) Resident Coordinator will assume overall project coordination responsibility (liaising in this, as required, with his/her other Caribbean-based colleagues Resident Coordinators).

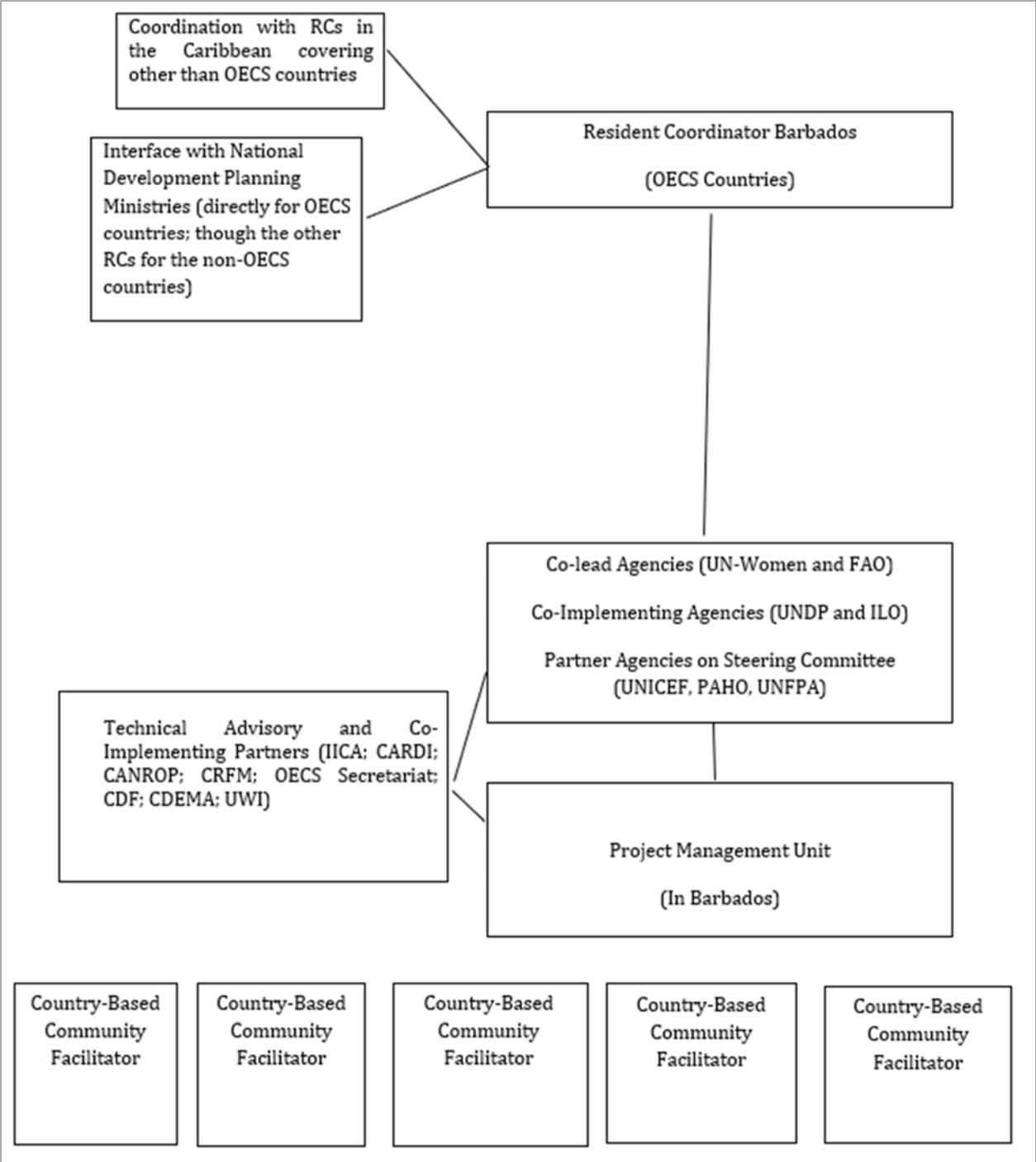


Figure 1: Project Management Arrangements

This is a critically important coordination function, not only to facilitate a fully coordinated UNTFHS project implementation against immediate output targets, but also to contribute to the achievement of the strategic project goals. It is through this coordination that crucial support will be provided, drawing on the inputs of partner Agencies and the Project Management Unit, towards the achievement of the following key project goals:

- (a) the formulation of a Development Goals ('Indicators and Targets') list integrating Human Security Goals, Sendai Framework Goals, Resilience Goals, SAMOA Pathway Goals and Human Security Goals and which will form the reference tool for prioritizing, for planning and for monitoring Human Security targeting strategies, plans and actions;
- (b) the mainstreaming of the Human Security approach across the national development planning strategies and actions, as well as within the UN and individual Agency strategies for the Caribbean;
- (c) the generation of growing partnerships - in support of the Human Security Agenda - beyond governmental and UN actors; and
- (d) the development, with the participation of all concerned, of a comprehensive up-scaling strategy and plan of action at the end of this project.

To perform these functions, the Resident Coordinator, liaising closely with peers in the four other Caribbean RC Offices, will maintain a close dialogue with national leadership and with development planning and aid coordination ministries (directly, in OECS countries, and through his colleagues with respect to the other participating countries).

Through the RC's leadership and initiative, an update and discussion on the UNTFHS project, in particular with respect to its strategic objectives, will be placed systematically on the agenda of all regular Caribbean regional RC(O) meetings taking place.

The two project co-lead Agencies; the two co-implementing Agencies; the other Partner Agencies (who will also attend the Project Steering Meetings); other Partners; and the Project Management Unit will support the Resident Coordinator in pursuing the above important strategic objectives of which the key result should be in particular, at the end of the 3-year project, a strategy

and action plan, fully owned by national partners, fora , comprehensive, multi-year and high-impact Human Security approach for the Caribbean, for which the pillars and the key actions are fully integrated and resourced in the national development plans of the countries concerned.

Individual agencies, through their close participation in these efforts, will be able to prepare the necessary adjustments to their country programme strategies to reflect a stronger Human Security focus, so as to be solid partners, in the areas of their expertise and mandates, to the countries concerned of the region in the design and implementation of these countries' Human Security strategies and action plans.

The Steering Committee will, in addition assume a project oversight function. In that function, the Committee will be mandated to review - and endorse or adjust - the project work plan prepared by the Project Management Unit, and to raise any relevant project issues for deliberation and decision-making.

The Project Management Unit will be co-managed by UN-Women and FAO, and a full-time team will be assigned to the Unit. Co-Implementing Agencies (and Partner Agencies) will interface with the Project Management Unit with respect to project implementation issues, work planning; the assignment of resources in support of the project; and problem solving linked to their specific areas of expertise and responsibility with the HSTF project.

The unit will initiate project planning and implementation, under the oversight of the Steering Committee. The project work plan will be subject to discussion in – and approval or adjustment by – the Steering Committee.

National implementing and non-implementing partners (ministries; civil society; media; research institutions; centres of excellence) will, with respect to their contribution to direct project output implementation, interface directly with the Project Management Unit. Their contribution to – and participation in - the joint, multi-partner review and discussion of the progress towards the achievement of strategic objectives will be at the level of the Steering Committee.

The project has made a provision for the assignment of community facilitators in the 5 focus countries of the project (as these are the countries where substantial group organization; livelihoods training; disaster prevention and preparedness assessment and training; direct support, pilot and demonstration activities, etc. will take place). These facilitators will report directly to the Project

Management Unit, and the latter will be the first source for support, technical advice and back-stopping to these facilitators.

In each participating country, a Focal Point will represent the government in the project. She or he will be selected from within the development planning or aid coordination ministry and will be the Government representative in the Steering Committee meeting (face-to-face where possible; otherwise through video-conference). Two additional co-focal points will be appointed, representing respectively the national Gender Machinery and civil society. All three focal and co-focal points will participate in the country-specific Steering Committee meetings (see below).

b. Project Steering Committee

The strategic goal of the project, which is to lay the ground for a more comprehensive, long-term Human Security Strategy for the Caribbean through the cross-cutting mainstreaming of the Human Security concepts in national development planning, requires a steering process (the Project Steering Committee) at regular intervals, so as to take stock whether – in addition to the progress in delivering the immediate outputs of the project – there is progress towards achieving these strategic project objectives in support of an expanded and fully mainstreamed Human Security strategy in the Caribbean; what challenges are being faced; and what adjustments in the action plans may be required.

As this meeting will focus on strategic issues, participation will consist of the Resident Coordinator (with, as may be required, her/his colleagues connecting on-line if not present in-country); the UN Agencies (Lead, Co-Implementing and Partner); the Project Management; the National Focal Points (representing the national development planning and aid coordination offices); and donor and other co-implementing partners as the agenda requires.

To ensure a pro-active and comprehensive steering also of immediate output related project activities at individual country level, and to make sure there is a forum for strong beneficiary and community participation in the steering process, a bi-annual Steering Committee meeting will be held in each of the five focus countries. Participation in these meetings will be the three national focal points in the country; representatives of the beneficiary community groups in the country; in-

country project co-implementing partners; the Project Management Unit; and agency partners (if not in-country, connecting on-line).

The focus of these national Steering Committees will be on a dialogue with the communities, for a joint review of progress in relation to the direct output related project activities; an assessment of the progress in the internalization of Human Security concepts; and a discussion whether and where action plans need to be adjusted to ensure the full achievement of planned outputs.

Strategic issues raised during those meetings will be brought up to the quarterly project-wide Steering Committee meeting(s), and strategic issues raised at the national Steering Committee meetings will similarly be brought up to the Project-wide Steering Committee.

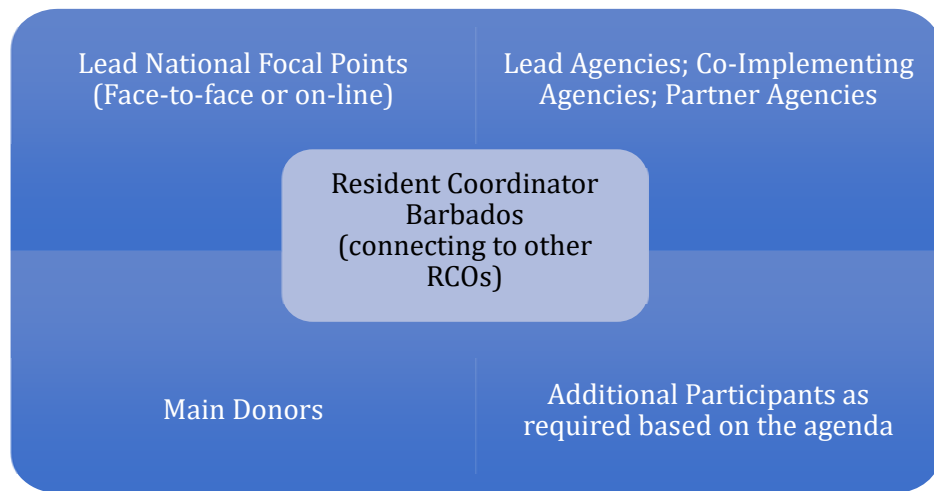


Figure 2: Quarterly Project Steering Committee Meeting

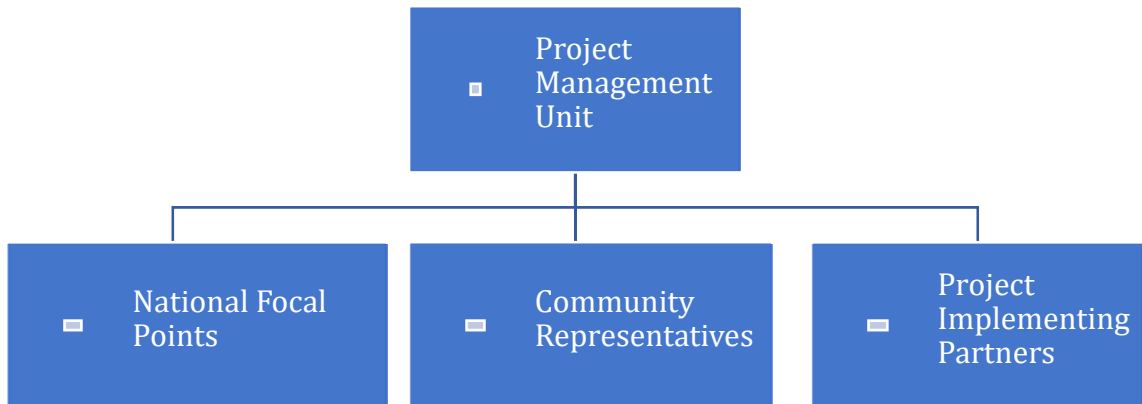


Figure 3: Quarterly Steering Committee Meetings in Focus Countries (Antigua and Barbuda, Barbados, Dominica, Grenada and Saint Lucia)

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

		Please highlight the respective cells reflecting when the activity was implemented/will be implemented.												* Ensure to include this information for the cells indicated in the results framework.							
Activities <small>Refer to the programme proposal regarding the list of activities.</small>	Implementing organization	Budget (US\$)	Amount spent to date (US\$) including other funding sources	Year 1			Year 2			Year 3			Objectively verifiable indicators* (OVI)	Baseline*	Target*	Means of verification* (MOV)	Progress as of the reporting date	Notes / reason for variation (if any)			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1							Q2	Q3	Q4
Output 1.1 Subtotal		\$ 90,000.00														<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.												Percentage of women farmers and small business entrepreneurs reached by extension services increased.	N/A	25%	Assessment of women farmers and small business entrepreneurs reached.						
Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services.		\$ 60,000.00														Number of assessments completed.	0	5	Project reports and government data.		
Activity 1.1.2: Recommendations formulated for the modernization and effectiveness enhancement of gender-sensitive agriculture, fisheries and small business extension services.																Number of recommendations officially put forward to government.	0	2	Report with recommendations on modernization and effectiveness.		
Activity 1.1.3: Participatory workshop(s) to present, discuss and endorse the recommendations for the strengthening of the agriculture and small business extension services, in particular in reaching women farmers and entrepreneurs.		\$ 30,000.00														Number of participants from key government agencies. Percentage of participants that report usefulness of workshop.	N/A	25 (participants); 70%	Workshop participant list and evaluation forms		
Output 1.2 Subtotal		\$ 15,000.00													<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	
Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship)												Percentage of women farmers and small business entrepreneurs reached through direct agricultural support and incentive schemes.	N/A	25%	Review of national programmes.						
Activity 1.2.1: Review of national agriculture and small business support programmes and incentive schemes.		\$ 15,000.00														Number of reports on support programmes and incentive schemes produced.	0	6	Final report with recommendations available.		5 national and 1 regional highlighting similarities and differences that could be implemented in other countries in the region.
Activity 1.2.2: Analysis of the possible need for different or additional support measures and incentives (range of support activities; reach of specific target groups, in particular women smallholder farmers, fisherfolk and women small business entrepreneurs).																Number of reports identifying additional needs and support necessary.	0	5	Final needs assessment report with recommendations		
Activity 1.2.3: Review and approval of the proposals for revised and expanded support measures and incentives.																Number of relevant partners approving expanded support measures.	0	4	Approval document signed by partners agencies.		
Output 1.3 Subtotal		\$ 28,000.00													<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>	
Output 1.3: Improved awareness by smallholder farmers, fisherfolk and small businesses (with particular focus on women farmers and entrepreneurs) of available support and incentives.												Percentage of beneficiaries reporting awareness of available support and incentives; Percentage of beneficiaries utilizing support.	N/A	50%; 50%	Survey of beneficiaries; Report of the number of beneficiaries with access to Help Desk						
Activity 1.3.1: Comprehensive mapping of available support schemes (existing or improved, following the above review and recommendations).		\$ 8,000.00														Number of support schemes identified.	0	5	Final Mapping Report		
Activity 1.3.2: Practical guide prepared on how to access such support and incentives, and the conditions for accessing them.		\$ 8,000.00														Number of guidance documents available to enhance awareness of services by beneficiaries. Percentage of beneficiaries report usefulness of guide.	0	1; 70%	Practical guide to access support regional guide with specific country input. Monitoring and Evaluation Report		
Activity 1.3.3: Easily accessible Help Desk(s) established.		\$ 12,000.00														Number of Help Desks established and functional.	0	2	Help Desk site visit report.		

Activity 2.1.2: Establishment of a national oversight and effectiveness review mechanism for financial products for smallholder farmers and small business.		\$ 15,000.00																	Number of national mechanisms for financial product review.	0	2	List of stakeholders comprising review board available (meeting minutes).		
Output 2.2 Subtotal		\$ 434,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 2.2: Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed and widely made available.																								
Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products.		\$ 404,000.00																	Number of recommendations on agricultural insurance products.	0	1	Insurance products including stakeholders recommendations.		
Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products.		\$ 404,000.00																	Number of insurance products developed or recommended in consultation with stakeholders.	0	2	Report of insurance products needs of stakeholders identified.		
Activity 2.2.2: Awareness raising on available and developed insurance products		\$ 15,000.00																	Number of Public Service Announcement (PSA) and/or communications tools developed for building awareness of insurance products. Number of persons who see the PSAs/communications tools. Number of persons seeking insurance product that indicate PSA/communications tools influenced their decision.	0	6;15000;50	Campaign for awareness buildings to include PSA or other relevant media products.		At least 1 regional.
Activity 2.2.3: Establishment of a national oversight and effectiveness monitoring mechanism for insurance products for smallholder farming and small business.		\$ 15,000.00																	Number of national mechanisms for insurance products oversight.	0	1	List of stakeholders comprising oversight mechanism.		
Output 3.1 Subtotal		\$ 216,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 3.1: Review, reform and modernization of the land/business registration system.																								
Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems.		\$ 18,000.00																	Number of review, reform and modernization of land/business registration system; Percentage of beneficiaries registered.	0	5; 50% (beneficiaries)	Review report with list of stakeholders registered in system, recommendations.		
Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems.		\$ 18,000.00																	Number of infrastructural and organizational review on national land/business registration system.	0	6	Final review report on national land/business registration system, with recommendation.		5 National reports and 1 regional report.
Activity 3.1.2: Participatory workshop organized to present, discuss and endorse recommendations to strengthen the registration systems, to modernize it (also through the use of new technologies) and to make them user-friendly, in particular for women farmers and women small business entrepreneurs.		\$ 18,000.00																	Number of participants involved in workshop discussions on usefulness/user-friendly, modernization and functionality of the registration system; Percentage of participants who report usefulness of the workshop.	0	25 (participants); 70%	Report of workshop with stakeholders recommendations to strengthen the registration system, including participation list and evaluation forms.		
Activity 3.1.3: Development of a costed strategy and action plan to strengthen the land/business registration system and to make it more accessible, in particular for women farmers and small business entrepreneurs.		\$ 10,000.00																	Number of costed strategy and action plan developed to strengthen the land/business registration system. Percentage of stakeholders with access land/business registration system.	0	5 (plan); 50%	Final action plan including costed strategy to strengthen the land/business registration system.		
Activity 3.1.4: Country pilot activities to support the implementation of the above strategy and action for the improvement of the land/business registration systems.		\$ 170,000.00																	Number of pilot activities to support the implementation of costed strategy and action plan.	0	5	National reports of pilot activities (project) with recommendations on costed strategy and action plan.		
Output 3.2 Subtotal		\$ 65,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>

Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing.														Percentage of beneficiaries benefiting from increase land tenure registration.	0	25%	Report on beneficiaries with direct benefit, including practical guide on registration system, lesson learned and recommendations.					
Activity 3.2.1: Preparation of a short 'How To' guide on the practical steps related to land and business registration.		\$ 5,000.00															Number of practical guidance document available to enhance awareness of land/business registration.	0	1	Practical guide to inform stakeholders on ways to register.		
Activity 3.2.2: National Help Desk(s) or Hotline(s) established to provide women farmers and small business entrepreneurs with guidance and support in this registration process and in obtaining the stipulated benefits resulting from this registration.		\$ 15,000.00															Number of Help Desk(s) established to support the registration established; Percentage of beneficiaries from registration system.	0	2; 60% (beneficiaries)	Help Desk site visit report		
Activity 3.2.3: Provision of direct land/business registration support to women farmers and women small business entrepreneurs.		\$ 45,000.00															Number of beneficiaries benefiting from direct land/business registration support.	0	1	List of beneficiaries and final report on direct land/business registration support, with lessons learned and recommendations.		
Output 3.3 Subtotal		\$ 923,500.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development.														Percentage of beneficiaries benefiting from technology/business packages documented and incentive and training programme put in place.	0	50%	Assessment of beneficiaries with direct benefits of technology/business packages, incentives and training programmes.					
Activity 3.3.1: New supply chain opportunities identified, documented, 'How To' guides developed, and start-up support provided.		\$ 300,000.00															Number of supply chain opportunities identified and document; Number of practical guide developed; Percentage of stakeholders benefiting from start-up support.	0	10 (supply chain); 1 (guide); 50% (stakeholders)	Report identifying new supply chain opportunities including the number of beneficiaries benefiting from start-up support; Practical guide to inform stakeholders of new supply chain start-up opportunities.		
Activity 3.3.2: Individual or group agriculture and fisheries related small business opportunities (trade; storage; agro-processing) identified and documented in 'How To' guidance, and training documentation; and start up support provided.		\$ 450,000.00															Number of individual or group agriculture and fisheries related small business opportunities identified; Number of "How To" guide and training manuals developed; Number of stakeholder participating in and benefiting from start-up support.	0	30 (25 individual 5 group); 1 (guide and training package); 50 (stakeholders)	Participants list identifying individual or group; Practical How To guide and training package including lesson learned opportunities and stakeholders recommendations.		
Activity 3.3.3: Training packages and modules put together and delivered to interested potential small business entrepreneurs, with a particular focus on women.		\$ 103,500.00															Number of training packages and modules put together and delivered to potential small business entrepreneurs.	0	1	Training package materials put together and printed modules.		
Activity 3.3.4: In collaboration with concerned Ministries, incentive and support programme (specifically targeting women farmers, fisherfolk and small business entrepreneurs) designed and put in place.		\$ 10,000.00															Number of incentive and support programme designed and put in place.	0	1	Written overview of available incentive and support facilities.		
Activity 3.3.5: Easily accessible Help Desk for start-ups established.		\$ 60,000.00															Number of Help Desk established.	0	2	Help Desk site visit.		
Output 3.4 Subtotal		\$ 30,000.00															<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 3.4: Increased knowledge of value addition, business and market opportunities.														Percentage of beneficiaries who report that they have benefited from increased knowledge (training).	0	50%	Report on number of direct beneficiaries benefiting from increased knowledge, business and market opportunities.					

Activity 3.4.1: Knowledge and skill-building training on topics such as agro-processing, fish processing; conservation; standards and packaging.		\$ 15,000.00																	Number knowledge and skill-building training conducted; Percentage of participants benefitting from knowledge and skill-building training.	0	1; 50%(participants)	Training materials and printed manual; Report of training outcome with recommendations.		
Activity 3.4.2: Training on accessing new market opportunities, including supply chain management and linkages with the eco-tourism sector.		\$ 15,000.00																	Number of training on accessing new market opportunities; Percentage of participants benefitting from training on accessing new market opportunities.	0	1; 50% (participants)	Training materials and printed manual; Report of training outcome with recommendations.		
Output 3.5 Subtotal		\$ 200,000.00																	OVI	Baseline	Target	MOV	Progress	Notes
Output 3.5: Digital platform, specifically designed for smallholders, small scale fishing and small business entrepreneurs, disseminated to farmers, to small business entrepreneurs and to farmer and small business entrepreneur groups.																			Percentage of stakeholders benefitting from digital platform.	0	60%	Registry of stakeholders on the digital platform.		
Activity 3.5.1: Support to farmer and small business entrepreneurs by making available an on-line information system and farm/business application (providing support for investment decisions; farm planning; financial management; crop decisions; market intelligence; access to financial and insurance products and services; simplified accounting; transport; and crop wastage prevention and spoilage reduction).		\$ 100,000.00																	Number of on-line information systems and farm/business application developed; Number of beneficiaries benefitting from training provided to farmers to inform and increase accessibility to on-line information system and applications.	0	1 (online platform); 2 (training)	Verification of on-line information system and application; Report on training outcome with recommendation.		
Activity 3.5.2: Effective feedback from users related to the digital platform established, and adjustments to the platform developed taking into account feedback received		\$ 100,000.00																	Number of on-line evaluation page developed to capture feedbacks from digital platform users; Number of feedback provided by users.	0	1 (evaluation form); 20 (feedbacks)	Review of feedbacks provided in on-line evaluation forms, with adjustments.		
Output 3.6 Subtotal		\$ 110,000.00																	OVI	Baseline	Target	MOV	Progress	Notes
Output 3.6: Improved marketing of smallholder and small business products.																			Percentage of direct beneficiaries from improved marketing of small holder and small business products.	0	70%	Report on workshops and training including stakeholders recommendations.		
Activity 3.6.1: Training workshops on price and contract negotiation.		\$ 40,000.00																	Number of participants attending workshops; Percentage of participants benefitting from usefulness of workshops.	N/A	25(participants) per country; 70%	Workshop participant list and evaluation forms; Report of workshop with stakeholders recommendations.		
Activity 3.6.2: Leadership training with women farmers, fisherfolk and small business entrepreneurs to build negotiation skills with intermediaries, hoteliers, cruise owners/suppliers.		\$ 40,000.00																	Number of participants attending training; Number of training manual with materials.	0	40(participants); 1	Report of training with list of participants, including lessons learned and recommendations.		
Activity 3.6.3: A more harmonious and win-win relationship achieved between targeted buyers/intermediaries and farmer/entrepreneur groups.		\$ 30,000.00																	Number of meetings held to discuss win-win relationship achieved between stakeholders.	0	1	Meeting minutes, including list of participants from different countries.		
Output 3.7 Subtotal		\$ 250,000.00																	OVI	Baseline	Target	MOV	Progress	Notes
Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated																			Number of reviews Structural Adjustment Programmes	0	100%	Report on structural adjustment programmes including the number of direct beneficiaries and recommendations.		
Activity 3.7.1: Structural adjustment proposals and plans, impacting on small-scale farming and fishing and related small business, reviewed.		\$ 100,000.00																	Number of proposals and plans developed.	0	2	Report of Review of proposal and plans.		
Activity 3.7.2: Advisory Notes prepared with proposed adjustments to mitigate negative impact on smallholder farmer, fisherfolk and small business, and on women farmers and small business entrepreneurs in particular.																			Number of advisory notes prepared with proposed adjustments to mitigate negative impacts.	0	2	Review of advisory noted with proposed adjustments to mitigate negative impacts including stakeholders recommendations.		

Activity 3.7.3: Advocacy initiatives related to the recommended policy changes organized, and proposed changes effected.																		Number of advocacy initiatives developed; Percentage of stakeholder benefiting from advisory initiatives.	0	3 (advocacy initiatives); 50%	Report of advocacy initiatives conducted with stakeholders recommendations.		
Activity 3.7.4: National policies impacting farming reviewed.		\$ 150,000.00																Number of national policies impacting farming reviewed. Percentages of farmers affected by national policies.	0	2 (policies); 30% (farmers)	Report of Review of national policies and the effect on stakeholders, including adjustments to policies and stakeholders recommendations.		
Activity 3.7.5: Advisory Notes prepared with adjustments recommended in order to mitigate negative impacts on smallholder farmers, fisherfolk and small business, and on women farmers, fisherfolk and small business entrepreneurs in particular.																		Number of advisory notes prepared with adjustments recommended to mitigate negative impacts.	0	4	Advisory Notes.		
Activity 3.7.6: Advocacy initiatives related to the recommended policy changes organized, and (possibly) resulting in the adoption of the proposed adjustments.																		Polymakers report that advocacy initiatives resulted in policy changes.	N/A	Yes/No	Final report on advisory initiative including recommendations on policy changes.		
Output 4.1 Subtotal		\$ 305,000.00																<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened																		Number of farmers groups established and/or strengthened.	0	5	List of new registered farmers; including management and organizational support received, scorecard results, activities conducted and stakeholders recommendations.		
Activity 4.1.1: Support, in the five focus countries, to the establishment of new farmers', fisherfolk and small business entrepreneurs' groups, ensuring at least 50% women participation and 15% young people in membership and decision-making.		\$ 50,000.00																Number of new beneficiaries. Percentage of support required by new beneficiaries for establishment.	0	20 (new beneficiaries per country); 65% (women and young people)	Registration list of new beneficiaries; Report on support received including recommendations for adoption in other countries.		
Activity 4.1.2: Management and organizational support to farmer/fisherfolk and related small business entrepreneurs' groups.		\$ 50,000.00																Number of beneficiaries requiring management and organizational support.	0	5	Report on type of management and organizational support offered, including number of beneficiaries and feedback on support offered.		
Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results.		\$ 5,000.00																Number of scorecards developed; Percentage of beneficiaries with access to scorecards and knowledge of reporting scores.	0	1 (scorecards); 50%	Monitoring and Evaluation report.		
Activity 4.1.4: Support to farmer/fisherfolk groups in undertaking joint activities for the benefit all group members (group buying; group selling common services; shared equipment purchases; pooling arrangements)		\$ 200,000.00																Number of joint activities undertaken by stakeholders.	0	10	Report on joint activities and value derived.		
Output 4.2 Subtotal		\$ 100,000.00																<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 4.2: Strengthened Risk Alert and Early Warning mechanism for smallholder farmers and small business entrepreneurs																		Percentage of beneficiaries benefiting from risk alerts and early warning mechanisms.	N/A	60%	Examples of the Advocacy campaigns (printed, media and social media) advertised daily and training of beneficiaries to identify risks.		
Activity 4.2.1: Definition and mapping of major sudden and slow onset risks to smallholder farming, fishing and small business activities and livelihoods.		\$ 10,000.00																Number of major sudden and slow onset risks identified.	0	1	Mapping report.		
Activity 4.2.2: Sensitization of smallholder farmers, fisherfolk and small business entrepreneurs to those disaster and climate change related risks and to possible prevention, mitigation or adaptation measures and initiatives.		\$ 30,000.00																Number of sensitization campaigns developed to prevent and mitigate disaster and climate change related risks. Number of persons reached by the campaigns; Percentage of beneficiaries reporting that they were positively influenced by the sensitisation campaign.	0	2 (sensitization campaign); 30,000 60% (beneficiaries)	Printed and social media post of sensitization campaign.		

Activity 4.2.3: Establishment of a national Early Warning and Risk Alert mechanism for advising smallholder farmers and entrepreneurs on the need to activate preparedness and recommended response.		\$ 60,000.00																	Number of Early Warning and Risk Alert mechanisms established and functional. Percentage of beneficiaries trained in functionalities of mechanisms.	0	5;70%	Report on users feedback and recommendations of Early Warning and Risk Alert, including registration list of users.		
Output 5.1 Subtotal		\$ 1,660,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.1: Effectively coordinated and implemented project.																								
Activity 5.1.1: Project implementation		\$ 1,660,000.00																	Number of project effectively coordinated and implemented.	0	1	Final project implemented.		
Output 5.2 Subtotal		\$ 10,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF																								
Activity 5.2.1: Formulation, review and endorsement (workshop) of the proposed guidelines		\$ 10,000.00																	Number of project specific guidelines developed for MSDF.	0	1	Guideline for the MSDF.		
Output 5.3 Subtotal		\$ 75,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security																								
Activity 5.3.1: Preparation and wide dissemination of short advocacy and 'How To' guide(s)		\$ 75,000.00																	Number of short advocacy campaign tools developed and How To guide. Number of persons reached by advocacy campaign.	0	6 (advocacy campaign tools); 1 (guide); 25,000	Advocacy campaigns (printed, media and social media), advertised daily and How To guide (hardcopy).		
Output 5.4 Subtotal		\$ 30,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies																								
Activity 5.4.1: Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies.		\$ 30,000.00																	Number of workshops planned and conducted to raise awareness of decision-makers. Percentage of decision-makers reporting the usefulness of the workshops.	0	5;60%	Workshop participant list and evaluation forms.		
Output 5.5 Subtotal		\$ 15,000.00																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.5: Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment																								
Activity 5.5.1: Awareness raising of decision-makers on the need for - and impact of -integrating Gender Equality and Human Security in structural adjustment programmes		\$ 15,000.00																	Number of workshops planned and conducted to rise awareness of decision-makers; Percentage of decision-makers reporting usefulness of workshops	0	1; 60%	Workshop participant list and evaluation forms.		
Output 5.6 Subtotal		\$ -																	<i>OVI</i>	<i>Baseline</i>	<i>Target</i>	<i>MOV</i>	<i>Progress</i>	<i>Notes</i>
Output 5.6: Documentation of quantified results of the economic impact of greater gender equality and women empowerment (case study, for advocacy purposes)																								
																			Percentage of stakeholders who report that case studies have been useful in their work	0	60%	Economic impact report on gender equality and women empowerment.		

UNTFHS Template for Budget of Programme Proposal
Table 1. Detailed Budget by Results

Project Title	Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and Related Small Agri-Fisheries Business) Sector
UNTFHS Programme ref. #	
Implementing Organizations	UN Women, FAO, ILO, UNDP (plus CDEMA, CARDI, University West-Indies)
Country	Countries, which will receive Direct Programming: Antigua and Barbuda, Barbados, Dominica, Grenada and Saint Lucia Countries, which will benefit from Regional Programming: Belize, Bahamas, Guyana, Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago
Date	30-Sep-18

Note: The Project implements several community pilot projects in the areas of agriculture, fisheries, small business, climate change adaptation, disaster risk reduction, etc. In the absence of a separate budget category for these community pilot projects, these have been added to the budget category 'supplies, commodities, materials'

Table 1: Detailed budget by results

Detailed description	Item line budget*				Annual budget*				Reporting Object class	Implementing partner (IP)	Funding sources
	\$	Unit	Quantity	Total*	Year 1	Year 2	Year 3	Total*			
Outcome: Gender -responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques available and accessible to the most marginalised											
Output 1.1: Strengthened extension services for women farmers and women small business entrepreneurs.											
Activity 1.1.1: Gender-sensitive assessment of the Agricultural, Fisheries and Small Business Extension Services <i>This is further detailed below as follows:</i>				60,000.00	30,000.00	30,000.00	-	60,000.00			
Assessment Agricultural and Fisheries Extension Services (2-month consultancy)	7,500.00	month	2	15,000.00	15,000.00			15,000.00	contractual services	FAO	UNTFHS
Travel cost (country missions)	1,000.00	missions	15	15,000.00	15,000.00			15,000.00	travel	FAO	UNTFHS
Assessment Business Extension Services (2 month consultancy)	7,500.00	month	2	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
Travel cost (country missions)	1,000.00	missions	15	15,000.00		15,000.00		15,000.00	travel	UN WOMEN	UNTFHS
				-	-			-			
Activity 1.1.2: Recommendations formulated for the modernization and effectiveness enhancement of gender-sensitive agriculture, fisheries and small business extension services <i>This is further detailed below as follows:</i>				-	-	-	-	-			
Included in above consultancy and cost				-	-			-			
Activity 1.1.3: Participatory workshop(s) to present, discuss and endorse the recommendations for the strengthening of the agriculture and small business extension services, in particular in reaching women farmers and entrepreneurs <i>This is further detailed below as follows:</i>				30,000.00	-	30,000.00	-	30,000.00			
National workshops with 30 participants at 25\$/participants	25.00	workshops	450	11,250.00		11,250.00		11,250.00	general operating and other direct costs	UN WOMEN	UNTFHS
Resource person for the national workshops (2-month consultancy)	7,500.00	month	2	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
Travel and mission cost	3,750.00	missions	1	3,750.00		3,750.00		3,750.00	travel	UN WOMEN	UNTFHS
				-	-			-			
Output 1.2: Increased appropriateness, outreach and effectiveness of direct support and incentive schemes for small scale farming, fishing and small business (with particular focus on women farmers and women small business entrepreneurship).											
Activity 1.2.1: Review of national agriculture and small business support programmes and incentive schemes <i>This is further detailed below as follows:</i>				15,000.00	15,000.00	-	-	15,000.00			
2 month consultancy (desk study)	7,500.00	month	2	15,000.00	15,000.00			15,000.00	contractual services	UN WOMEN	UNTFHS
Activity 1.2.2: Analysis of the possible need for different or additional support measures and incentives (range of support activities; reach of specific target groups, in particular women smallholder farmers, fisherfolk and women small business entrepreneurs) <i>This is further detailed below as follows:</i>				-	-	-	-	-			
Included in above consultancy and cost				-	-			-			
Activity 1.2.3: Review and approval of the proposals for revised and expanded support measures and incentives <i>This is further detailed below as follows:</i>				-	-	-	-	-			
Included in above consultancy and cost				-	-			-			

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Output 1.3: Improved awareness by smallholder farmers, fisherfolk and small businesses (with particular focus on women farmers and entrepreneurs) of available support and incentives.											
Activity 1.3.1: Comprehensive mapping of available support schemes (existing or improved, following the above review and recommendations) <i>This is further detailed below as follows:</i>				8,000.00	-	8,000.00	-	8,000.00			
One-month consultancy	7,500.00	month	1	7,500.00		7,500.00		7,500.00	contractual services	UN WOMEN	UNTFHS
Report production cost	500.00	report	1	500.00		500.00		500.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Activity 1.3.2: Practical guide prepared on how to access such support and incentives, and the conditions for accessing them <i>This is further detailed below as follows:</i>				8,000.00	-	8,000.00	-	8,000.00			
One-month consultancy	7,500.00	month	1	7,500.00		7,500.00		7,500.00	contractual services	UN WOMEN	UNTFHS
Guidance Note production cost (hard copy and web-based version)	500.00	report	1	500.00		500.00		500.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Activity 1.3.3: Easily accessible Help Desk(s) established <i>This is further detailed below as follows:</i>				12,000.00	-	12,000.00	-	12,000.00			
Equipment support (IT; Com; web-page; FAQ document) to 5 Help Desks (at \$ 2,400 on average each)	2400	support package	5	12,000.00		12,000.00		12,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Output 1.4: Reforms and improvements (proposed and endorsed following the reviews as per Outputs 2.1 and 2.2 above), implemented											
Activity 1.4.1: Support to the Ministries of Agriculture and Fisheries in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project <i>This is further detailed below as follows:</i>				45,000.00	2,500.00	20,500.00	22,000.00	45,000.00			
Facility to provide up to 18 weeks of outsourced specialist consultancy, not available at the level of the PMU, plus travel/mission costs	2,000.00	week	10	20,000.00		10,000.00	10,000.00	20,000.00	contractual services	FAO	Bilateral
Facility to provide up to 18 weeks of outsourced specialist consultancy, not available at the level of the PMU, plus travel/mission costs	2,000.00	week	8	16,000.00	-	8,000.00	8,000.00	16,000.00	contractual services	FAO	Regional
Country meeting costs (stakeholder workshops; technical reviews; Focus Group discussions)	300.00	meetings and workshops	30	9,000.00	2,500.00	2,500.00	4,000.00	9,000.00	travel	FAO	Regional
Activity 1.4.2: Support to the Ministries of (Small) Business in implementing the proposed and endorsed changes, including the expanded direct support facilities, with pilot assistance provided under the project <i>This is further detailed below as follows:</i>				42,000.00	14,000.00	14,000.00	14,000.00	42,000.00			
Facility to provide up to 18 weeks of outsourced specialist consultancy, not available at the level of the PMU, plus travel/mission costs	1,750.00	week	18	31,500.00	10,500.00	10,500.00	10,500.00	31,500.00	contractual services	UN WOMEN	Bilateral
Travel, mission and meeting costs	10,500.00	missions	1	10,500.00	3,500.00	3,500.00	3,500.00	10,500.00	travel	UN WOMEN	Bilateral
Activity 1.4.3: Establishment of a project-funded and supported 'Small Grants' Scheme providing limited start-up or development support to smallholder farmers, small-scale fishing and small business entrepreneurs, based on transparently defined prioritization criteria (with particular focus on women farmer and entrepreneurs) <i>This is further detailed below as follows:</i>				400,000.00	-	150,000.00	250,000.00	400,000.00			
Tools/Equipment for smallholder farmers/fisherfolk	1,000.00	community pilot projects	100	100,000.00		50,000.00	50,000.00	100,000.00	supplies, commodities, materials	FAO	Regional
80 start-up grants to small business	3,125.00	community pilot projects	80	250,000.00		100,000.00	150,000.00	250,000.00	supplies, commodities, materials	UN WOMEN	Regional
20 start-up grants to small business	2,500.00	community pilot projects	20	50,000.00			50,000.00	50,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Activity 1.4.4: Effective national mechanism, within the Ministries in charge of Agriculture, Fisheries and of Small Business, in place to evaluate effectiveness of the implemented changes, and for the formulation and implementation of corrective action if/where required <i>This is further detailed below as follows:</i>				5,000.00	5,000.00	-	-	5,000.00			
15 day consultancy	1,250.00	week	2	2,500.00	2,500.00			2,500.00	contractual services	UN WOMEN	UNTFHS
15 day consultancy	1,250.00	week	2	2,500.00	2,500.00			2,500.00	contractual services	FAO	UNTFHS
Output 1.5: Participatory review (with smallholder farmers, fisherfolk and small business entrepreneurs, in particular women) of existing Disaster Preparedness, Response and Recovery Plans; identification of shortcomings and gaps; formulation of recommendations for strengthening prevention and preparedness; and support to the subsequent implementation of these recommendations (with project financial support to pilot initiatives with strong demonstration value).											
Activity 1.5.1: Review of existing Disaster Preparedness, Response and Recovery Plans and formulation of recommendations to further improve them <i>This is further detailed below as follows:</i>				100,000.00	-	50,000.00	50,000.00	100,000.00			

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8 month consultancy (\$ 7,500 per month)	7,500.00	consultancy	7	50,000.00		50,000.00		50,000.00	contractual services	UN WOMEN	UNTFHS
8 month consultancy (\$ 7,500 per month) - (different funding source)	10,000.00	consultancy	1.0	10,000.00			10,000.00	10,000.00	contractual services	UN WOMEN	Regional
National two-day workshops with 30 participants at 25\$/day/participant (including misc.)	1,666.67	workshop	15	25,000.00			25,000.00	25,000.00	supplies, commodities, materials	UN WOMEN	Bilateral
Travel and mission costs	15,000.00	mission costs	1	15,000.00			15,000.00	15,000.00	travel	UN WOMEN	Regional
				-				-			
Activity 1.5.2: Implementation of the recommended improvements, with pilot project funding support. (example: seed banks; more secure storage facility; sea surge protection; etc.)				400,000.00	-	200,000.00	200,000.00	400,000.00			
Pilot/demonstration DRR activities (4 to 6 per country) at just under \$10000 each (on average)	10,000.00	pilot DRR project	30	300,000.00		200,000.00	100,000.00	300,000.00	supplies, commodities, materials	UN WOMEN	Regional
Two (2) larger, more technical-complex pilot/demonstration DRR activities at approximately \$25000 each (on average)	25,000.00	pilot DRR project	2	50,000.00			50,000.00	50,000.00	supplies, commodities, materials	FAO	Regional
One (larger, more technical-complex pilot/demonstration DRR activity) at j \$25000 (different funding source)	25,000.00	pilot DRR project	1	25,000.00			25,000.00	25,000.00	supplies, commodities, materials	FAO	Bilateral
One (larger, more technical-complex pilot/demonstration DRR activity) at j \$25000 (different funding source)	25,000.00	pilot DRR project	1	25,000.00			25,000.00	25,000.00	supplies, commodities, materials	FAO	UNTFHS
				-				-			
Output 1.6: Assessment of major climate change risks to agricultural, fisheries and agriculture and related small business, and implementation of the formulated mitigation and adaptation recommendations											
Activity 1.6.1: Participatory review of the major climate change risks; formulation of adaptation recommendations, including in terms of water harvesting and management; crop diversification; improved seeds; planting and harvesting cycle adjustment; etc. This is further detailed below as follows:				50,000.00	-	25,000.00	25,000.00	50,000.00			
5 month consultancy	7,000.00	month	5	35,000.00		25,000.00	10,000.00	35,000.00	contractual services	FAO	UNTFHS
mission cost (\$7000) - all participating countries	7,000.00	mission costs	1	7,000.00			7,000.00	7,000.00	travel	FAO	UNTFHS
In-country workshops and focus group discussions (4 per country; 5 400 each)	400.00	workshop	20	8,000.00			8,000.00	8,000.00	supplies, commodities, materials	FAO	UNTFHS
				-				-			
Activity 1.6.2: Implementation of the recommended adaptation measures and initiatives, with catalytic project funding support. (Example: new seed varieties; introduction of new varieties; skills training; new tools; etc.) This is further detailed below as follows:				200,000.00	-	-	200,000.00	200,000.00			
Pilot/demonstration Climate Change mitigation/adaptation activities including renewable energy (4 per country; 20 in total), at about \$ 10,000 on average	10,000.00	community pilot projects	4	40,000.00			40,000.00	40,000.00	supplies, commodities, materials	FAO	Bilateral
Pilot/demonstration Climate Change mitigation/adaptation activities including renewable energy (4 per country; 20 in total), at about \$ 10,000 on average	10,000.00	community pilot projects	16	160,000.00			160,000.00	160,000.00	supplies, commodities, materials	FAO	Regional
				-				-			
				-				-			
Outcome 1 Sub-Total				1,375,000.00	66,500.00	547,500.00	761,000.00	1,375,000.00			
Outcome 2: Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture (fisherfolk) and unemployed young men).											
Output 2.1: Appropriate financial products and services developed with - or made more accessible by - the financial institutions in support of small scale farming and entrepreneurship											
Activity 2.1.1: Assessment of priority financial product needs and development - or ensuring greater accessibility - of appropriate product solutions (credit; lease; mobile payments and receipts; alternative collateral) This is further detailed below as follows:				50,000.00	-	50,000.00	-	50,000.00			
Needs Assessed and Products Developed - 3 month consultancy	25,000.00	financial expertise consultancy	1	25,000.00		25,000.00		25,000.00	contractual services	UN WOMEN	Regional
Needs Assessed and Products Developed (3-month consultancy) - joint UN Women and FAO undertaking	25,000.00	financial expertise consultancy	1	25,000.00		25,000.00		25,000.00	contractual services	FAO	Regional
				-				-			
Activity 2.1.2: Establishment of a national oversight and effectiveness review mechanism for financial products for smallholder farmers and small business This is further detailed below as follows:				15,000.00	-	15,000.00	-	15,000.00			
Oversight Mechanism Established in the participating countries	1,000.00	materials and equipment	15	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
				-				-			
Output 2.2: Agricultural insurance products tailored to smallholder farmers and entrepreneurs (with a focus on women) explored, developed and widely made available											

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Activity 2.2.1: Development, by insurance institutions in consultation and collaboration with national authorities, of appropriate low-cost insurance products. <i>This is further detailed below as follows:</i>				404,000.00	350,000.00	54,000.00	-	404,000.00			
Risk Identification and expansion of Insurance Products (5 month consultancy)	54,000.00	specialist insurance consultancy	1	54,000.00		54,000.00		54,000.00	contractual services	ILO	UNTFHS
Initial pilot developing insurance products	50,000.00	specialist insurance consultancy	6	300,000.00	300,000.00			300,000.00	contractual services	ILO	Regional
	25,000.00	workshops	2	50,000.00	50,000.00			50,000.00	supplies, commodities, materials	ILO	Regional
Activity 2.2.2: Awareness raising on available and developed insurance products <i>This is further detailed below as follows:</i>				15,000.00	-	15,000.00	-	15,000.00			
Raising Awareness on Insurance Protection and Products	15,000.00	person	1	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
Activity 2.2.3: Establishment of a national oversight and effectiveness monitoring mechanism for insurance products for smallholder farming and small business <i>This is further detailed below as follows:</i>				15,000.00	-	15,000.00	-	15,000.00			
Regulatory and Oversight Body Established	1,000.00	materials and equipment	15	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
Outcome 2 Sub-Total				499,000.00	350,000.00	149,000.00	-	499,000.00			
Outcome 3: Increased market access readiness and resilience for smallholder farmers and agriculture related small businesses.											
Output 3.1: Review, reform and modernization of the land/business registration system.											
Activity 3.1.1: Infrastructural and organizational review of the national land/business registration systems <i>This is further detailed below as follows:</i>				18,000.00	9,000.00	9,000.00	-	18,000.00			
Design and administration of survey with on-line support (one month consultancy)	9,000.00	month	1	9,000.00	9,000.00			9,000.00	contractual services	FAO	UNTFHS
Drafting national review reports - one month consultancy	9,000.00	month	1	9,000.00		9,000.00		9,000.00	contractual services	FAO	UNTFHS
Activity 3.1.2: Participatory workshop organized to present, discuss and endorse recommendations to strengthen the registration systems, to modernize it (also through the use of new technologies) and to make them user-friendly, in particular for women farmers and women small business entrepreneurs <i>This is further detailed below as follows:</i>				18,000.00	18,000.00	-	-	18,000.00			
Consultancy to facilitate the workshops and the write-ups (including travel and mission cost).	12,500	sub-contract	1	12,500.00	12,500.00			12,500.00	contractual services	FAO	UNTFHS
Catering and supplies for national workshops with 15 participants	24.44	workshop	225	5,500.00	5,500.00			5,500.00	supplies, commodities, materials	FAO	UNTFHS
Activity 3.1.3: Development of a costed strategy and action plan to strengthen the land/business registration system and to make it more accessible, in particular for women farmers and small business entrepreneurs				10,000.00	10,000.00	-	-	10,000.00			
Consultancy	9,000.00	month	1	9,000.00	9,000.00			9,000.00	contractual services	FAO	UNTFHS
Report write-up consultancy	1,000.00	report	1	1,000.00	1,000.00			1,000.00	contractual services	FAO	UNTFHS
Activity 3.1.4: Country pilot activities to support the implementation of the above strategy and action for the improvement of the land/business registration systems <i>This is further detailed below as follows:</i>				170,000.00	-	85,000.00	85,000.00	170,000.00			
Support to national land/business registration (IT; on-line accessibility of land/business records; establishment one-stop desk; etc)	34,000.00	pilot projects	5	170,000.00		85,000.00	85,000.00	170,000.00	supplies, commodities, materials	UN WOMEN	Regional
Output 3.2: Increased land tenure registration by women farmers and by women small business entrepreneurs of their businesses, and resulting in the stipulated benefits effectively materializing											
Activity 3.2.1: Preparation of a short 'How To' guide on the practical steps related to land and business registration <i>This is further detailed below as follows:</i>				5,000.00	5,000.00	-	-	5,000.00			
Half month consultancy to prepare 'How To' guides	7,000.00	month	0.50	3,500.00	3,500.00			3,500.00	contractual services	UN WOMEN	UNTFHS
Write-ups of (short) country notes (1 week consultancy)	1,500.00	week	1	1,500.00	1,500.00			1,500.00	contractual services	UN WOMEN	UNTFHS

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Activity 3.2.2: National Help Desk(s) or Hotline(s) established to provide women farmers and small business entrepreneurs with guidance and support in this registration process and in obtaining the stipulated benefits resulting from this registration <i>This is further detailed below as follows:</i>				15,000.00	-	15,000.00	-	15,000.00			
Limited equipment support and preparation FAQ page to support country Help Desk establishment	3,000.00	pilot projects	5	15,000.00		15,000.00		15,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Activity 3.2.3: Provision of direct land/business registration support to women farmers and women small business entrepreneurs <i>This is further detailed below as follows:</i>				45,000.00	10,000.00	17,500.00	17,500.00	45,000.00			
Legal support to 10 cases in litigation	3,750.00	legal cases	10	37,500.00	7,500.00	15,000.00	15,000.00	37,500.00	contractual services	UN WOMEN	UNTFHS
Write-up, for web posting and dissemination through other media, of main 'lessons learned' and 'recommendations for further reform' from these litigation cases	7,500.00	month	1	7,500.00	2,500.00	2,500.00	2,500.00	7,500.00	contractual services	UN WOMEN	UNTFHS
Output 3.3: Technology/business packages documented, and incentive and training programmes put in place to support small-holder agriculture, fisheries and small business development											
Activity 3.3.1: New supply chain opportunities identified, documented, 'How To' guides developed, and start-up support provided				300,000.00	-	50,000.00	250,000.00	300,000.00			
Contract with expert institution/consultancy, resulting in at least ten (10) new value-chain related start-up (preferable group) also serving as demonstration/incubators	50,000.00	community pilot projects	1	50,000.00		50,000.00		50,000.00	supplies, commodities, materials	FAO	UNTFHS
Contract with expert institution/consultancy, resulting in at least ten (10) new value-chain related start-up (preferable group) also serving as demonstration/incubators	250,000.00	community pilot projects	1	250,000.00			250,000.00	250,000.00	supplies, commodities, materials	FAO	Bilateral
Activity 3.3.2: Individual or group agriculture and fisheries related small business opportunities (trade; storage; agro-processing) identified and documented in 'How To' guidance, and training documentation; and start-up support provided				450,000.00	50,000.00	200,000.00	200,000.00	450,000.00			
Regional Meeting with Ministries of Small Business and Gender Focal Points to discuss approach, technical support and project support modalities (two days; 30 participants)	30,000.00	workshop	1	30,000.00	30,000.00			30,000.00	supplies, commodities, materials	UN WOMEN	Bilateral
In partnership with Ministries of Small Business and Gender Focal Points, up to 14 new agriculture sector related business per country (70 in total) provided with small start-up grant (\$ 6000 on average per new business)	6,000.00	small business start-up pilots	57	340,000.00		200,000.00	140,000.00	340,000.00	supplies, commodities, materials	UN WOMEN	Bilateral
In partnership with Ministries of Small Business and Gender Focal Points, up to 14 new agriculture sector related business per country (70 in total) provided with small start-up grant (\$ 6000 on average per new business)	6,000.00	small business start-ups	13	80,000.00	20,000.00		60,000.00	80,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
				-	-			-			
Activity 3.3.3: Training packages and modules put together and delivered to interested potential small business entrepreneurs, with a particular focus on women <i>This is further detailed below as follows:</i>				103,500.00	16,500.00	45,000.00	42,000.00	103,500.00			
Business training materials adapted to the Caribbean	49,000.00	sub-contract	1	49,000.00	12,000.00	20,000.00	17,000.00	49,000.00	contractual services	ILO	UNTFHS
Training of Trainers and Training of Entrepreneurs undertaken in targeted countries	3,633.33	training workshops	15	54,500.00	4,500.00	25,000.00	25,000.00	54,500.00	contractual services	ILO	UNTFHS
				-	-			-			
Activity 3.3.4: In collaboration with concerned Ministries, incentive and support programme (specifically targeting women farmers, fisherfolk and small business entrepreneurs) designed and put in place <i>This is further detailed below as follows:</i>				10,000.00	10,000.00	-	-	10,000.00			
One-month consultancy to prepare overview of available incentive and support facilities	7,500.00	month	1	7,500.00	7,500.00			7,500.00	contractual services	UN WOMEN	UNTFHS
Production of Overview Note (including social media and web version)	2,500.00	material	1	2,500.00	2,500.00			2,500.00	supplies, commodities, materials	UN WOMEN	UNTFHS
				-	-			-			
Activity 3.3.5: Easily accessible Help Desk for start-ups established <i>This is further detailed below as follows:</i>				60,000.00	-	30,000.00	30,000.00	60,000.00			
Support to national Ministries Small Business and Gender Affairs in establishing a support desk for small business entrepreneurs (\$ 2000 per country; equipment; publications; webpages; reference notes)	2,000.00	materials and equipment	15	30,000.00		30,000.00		30,000.00	contractual services	UN WOMEN	UNTFHS
Support to national Ministries Agriculture, Fisheries and Gender Affairs in establishing a support desk for smallholder farmers and women entrepreneurs (\$ 2000 per country; equipment; publications; webpages; reference notes)	2,000.00	materials and equipment	15	30,000.00			30,000.00	30,000.00	contractual services	FAO	UNTFHS

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				-	-			-			
Output 3.4: Increased knowledge of value addition, business and market opportunities											
Activity 3.4.1: Knowledge and skill-building training on topics such as agro-processing, fish processing; conservation; standards and packaging											
				15,000.00	-	15,000.00	-	15,000.00			
Outsourced production and delivery, by the most effective channels, of training materials (\$15000); Note: one contract also to cover the training subjects below. Total contract \$ 110000; 4.3.1 (\$15000); 4.3.2 (\$ 15000); 4.5.1 (\$40000); 4.5.2 (\$ 40000)	15,000.00	sub-contract training provider	1	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
				-	-			-			
Activity 3.4.2: Training on accessing new market opportunities, including supply chain management and linkages with the eco-tourism sector											
<i>This is further detailed below as follows:</i>											
Outsourced production and delivery of training materials (\$15000) - see also 4.3.1	15,000.00	sub-contract training provider	1	15,000.00		15,000.00		15,000.00	contractual services	UN WOMEN	UNTFHS
				-	-			-			
Output 3.5: Digital platform, specifically designed for smallholders, small scale fishing and small business entrepreneurs, disseminated to farmers, to small business entrepreneurs and to farmer and small business entrepreneur groups											
Activity 3.5.1: Support to farmer and small business entrepreneurs by making available an on-line information system and farm/business application (providing support for investment decisions; farm planning; financial management; crop decisions; market intelligence; access to financial and insurance products and services; simplified accounting; transport; and crop wastage prevention and spoilage reduction											
<i>This is further detailed below as follows:</i>											
Contract with (existing) Platform provider to organize dissemination training	80,000.00	sub-contract IT consultancy	1	80,000.00		80,000.00		80,000.00	contractual services	UN WOMEN	Regional
One-week regional training workshop for in-country facilitators/coaches (see above) - 20 participants	20,000.00	workshop	1	20,000.00		20,000.00		20,000.00	supplies, commodities, materials	UN WOMEN	Regional
				-	-			-			
Activity 3.5.2: Effective feedback from users related to the digital platform established, and adjustments to the platform developed taking into account feedback received											
<i>This is further detailed below as follows:</i>											
Continued upgrading and customer support for the app. (Same provider as above).	100,000.00	sub-contract IT consultancy	1	100,000.00		100,000.00		100,000.00	contractual services	UN WOMEN	Regional
				-	-			-			
Output 3.6: Improved marketing of smallholder and small business products											
Activity 3.6.1: Training workshops on price and contract negotiation											
<i>This is further detailed below as follows:</i>											
Outsourced consultancy (combined with above training-related subject)	40,000.00	sub-contract training provider	1	40,000.00		20,000.00	20,000.00	40,000.00	contractual services	UN WOMEN	Bilateral
				-	-			-			
Activity 3.6.2: Leadership training with women farmers, fisherfolk and small business entrepreneurs to build negotiation skills with intermediaries, hoteliers, cruise owners/suppliers											
Same contract training material producer and training provider.	40,000.00	sub-contract training provider	1	40,000.00		20,000.00	20,000.00	40,000.00	contractual services	UN WOMEN	Bilateral
				-	-			-			
Activity 3.6.3: A more harmonious and win-win relationship achieved between targeted buyers/intermediaries and farmer/entrepreneur groups											
One day regional meeting with private sector - meeting facilities (\$1500)	1,500.00	meeting	1	1,500.00		1,500.00		1,500.00	supplies, commodities, materials	UN WOMEN	Bilateral
Participation project-invited resource persons/experts (3 x \$2500)	2,500.00	person	3	7,500.00		7,500.00		7,500.00	contractual services	UN WOMEN	Bilateral
Participation by the different countries (one-two person each; travel and accommodation)	1,000.00	person	21	21,000.00		6,000.00	15,000.00	21,000.00	travel	UN WOMEN	Bilateral
				-	-			-			
Output 3.7: Structural adjustment programmes reviewed and adjustments required, recommended and integrated											
Activity 3.7.1: Structural adjustment proposals and plans, impacting on small-scale farming and fishing and related small business, reviewed											
<i>This is further detailed below as follows:</i>											
National Adjustment Programmes Reviewed (outsourced)	50,000.00	sub-contract (see also 6.1.1 above)	1	100,000.00		100,000.00		100,000.00	contractual services	UNDP	Bilateral

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Activity 3.7.2: Advisory Notes prepared with proposed adjustments to mitigate negative impact on smallholder farmer, fisherfolk and small business, and on women farmers and small business entrepreneurs in particular											
<i>This is further detailed below as follows:</i>											
Same consultancy as under 3.6.1											
Activity 3.7.3: Advocacy initiatives related to the recommended policy changes organized, and proposed changes effected											
<i>This is further detailed below as follows:</i>											
Same consultancy as under 3.6.1											
Activity 3.7.4: National policies impacting farming reviewed											
<i>This is further detailed below as follows:</i>											
				150,000.00	150,000.00			150,000.00			
National Policies Reviewed (outsourced) - consultancy	100,000.00	sub-contract with specialist development consultancy or university	1	150,000.00	150,000.00			150,000.00	contractual services	UNDP	UNTFHS
Activity 3.7.5: Advisory Notes prepared with adjustments recommended in order to mitigate negative impacts on smallholder farmers, fisherfolk and small business, and on women farmers, fisherfolk and small business entrepreneurs in particular											
<i>This is further detailed below as follows:</i>											
Same consultancy as under 3.7.4											
Activity 3.7.6: Advocacy initiatives related to the recommended policy changes organized, and (possibly) resulting in the adoption of the proposed adjustments											
<i>This is further detailed below as follows:</i>											
Same consultancy as under 3.7.4											
Outcome 3 Sub-Total				1,794,500.00	278,500.00	736,500.00	779,500.00	1,794,500.00			
Outcome 4: Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy.											
Output 4.1: Farmer groups (minimum 50% women) established and/or strengthened											
Activity 4.1.1: Support, in the five focus countries, to the establishment of new farmers', fisherfolk and small business entrepreneurs' groups, ensuring at least 50% women participation and 15% young people in membership and decision-making											
<i>This is further detailed below as follows:</i>											
20 groups (10-15 members each, majority women) supported: limited equipment; materials; etc. at \$ 1,000 on average each	1,000.00	farmer/fisherfolk groups	20	20,000.00		20,000.00		20,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Facilitator per country (\$6000 times 5 or \$30000) to support the establishment of farmer and entrepreneur groups (legal documents; registration; etc)	6,000.00	person	5	30,000.00		30,000.00		30,000.00	contractual services	UN WOMEN	UNTFHS
Activity 4.1.2: Management and organizational support to farmer/fisherfolk and related small business entrepreneurs' groups											
<i>This is further detailed below as follows:</i>											
Outsourced coaching (sourced in each country) to provide management support on a retainer basis to the farmer/fisherfolk groups	10,000.00	person	5	50,000.00	10,000.00	20,000.00	20,000.00	50,000.00	contractual services	UN WOMEN	UNTFHS
Activity 4.1.3: Development of simplified scorecard mechanism to track and assess the adoption by group members of recommended practices and the achievement of expected impact and results											
<i>This is further detailed below as follows:</i>											
Half month consultancy	7,000.00	month	0.5	3,500.00	3,500.00			3,500.00	contractual services	UN WOMEN	UNTFHS
Online coaching of country facilitators	1,500.00	week	1	1,500.00	1,500.00			1,500.00	contractual services	UN WOMEN	UNTFHS
Activity 4.1.4: Support to farmer/fisherfolk groups in undertaking joint activities for the benefit all group members (group buying; group selling; common services; shared equipment purchase; pooling arrangements)											
<i>This is further detailed below as follows:</i>											
Group activities implemented with the support of the country facilitators, focusing on value chain opportunities (8 per country; 40 in total; at \$ 5,000 each)	5,000.00	community pilot projects	10	50,000.00		50,000.00		50,000.00	supplies, commodities, materials	FAO	UNTFHS
Group activities implemented with the support of the country facilitators, focusing on value chain opportunities (8 per country; 40 in total; at \$ 5,000 each)	5,000.00	community pilot projects	30	150,000.00		50,000.00	100,000.00	150,000.00	supplies, commodities, materials	FAO	Regional

UNTFHS Template for Budget of Programme Proposal
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Output 4.2: Strengthened Risk Alert and Early Warning mechanism for smallholder farmers and small business entrepreneurs											
Activity 4.2.1: Definition and mapping of major sudden and slow onset risks to smallholder farming, fishing and small business activities and livelihoods <i>This is further detailed below as follows:</i>				10,000.00	-	10,000.00	-	10,000.00			
Preparation of advocacy and training materials (in collaboration with above consultancy) for multiple media (web; ministries; social media; farmer associations) - outsourced	10,000.00	consultancy	1	10,000.00		10,000.00		10,000.00	contractual services	FAO	UNTFHS
Activity 4.2.2: Sensitization of smallholder farmers, fisherfolk and small business entrepreneurs to those disaster and climate change related risks and to possible prevention, mitigation or adaptation measures and initiatives <i>This is further detailed below as follows:</i>				30,000.00	-	15,000.00	15,000.00	30,000.00			
Continuous support to newspapers; social media; education institutions; Ministries concerned, for focused risk awareness raising and training - outsourced (\$30000)	30,000.00	sub-contract	1	30,000.00		15,000.00	15,000.00	30,000.00	contractual services	FAO	UNTFHS
Activity 4.2.3: Establishment of a national Early Warning and Risk Alert mechanism for advising smallholder farmers and entrepreneurs on the need to activate preparedness and recommended response <i>This is further detailed below as follows:</i>				60,000.00	-	30,000.00	30,000.00	60,000.00			
Consultancy (2 months) to design Early Warning model and define info requirements	7,500.00	month	2	15,000.00		15,000.00		15,000.00	contractual services	FAO	UNTFHS
Develop intra-country shared IT application (\$5000) including technical resource availability	5,000.00	sub-contract	1	5,000.00		5,000.00		5,000.00	contractual services	FAO	UNTFHS
Regional 2-day workshop; 30 participants at 1000\$ each (travel and DSA)	30,000.00	workshop	1	30,000.00		10,000.00	20,000.00	30,000.00	supplies, commodities, materials	FAO	UNTFHS
Participation (travel and DSA) of 4 external facilitators (at \$2500 each or \$10000)	2,500.00	workshop	4	10,000.00			10,000.00	10,000.00	travel	FAO	UNTFHS
				-				-			
Outcome 4 Sub-Total				405,000.00	15,000.00	225,000.00	165,000.00	405,000.00			
				-	-	-	-	-			
Outcome 5: Integration and Mainstreaming of the Human Security Approach											
Output 5.1: Effectively coordinated and implemented project											
Activity 5.1.1: Project implementation <i>This is further detailed below as follows:</i>				1,810,000.00	750,000.00	600,000.00	460,000.00	1,810,000.00			
Project Manager and Gender Equality - Human Security Advisor - \$230,000 per annum	230,000.00	per annum	1	230,000.00	230,000.00			230,000.00	staff and other personnel expenses	UN WOMEN	UNTFHS
Project Manager and Gender Equality - Human Security Advisor - \$230,000 per annum	50,000.00	per annum	1	50,000.00		50,000.00		50,000.00	staff and other personnel expenses	UN WOMEN	UNW
Project Manager and Gender Equality - Human Security Advisor - \$230,000 per annum	180,000.00	per annum	1	180,000.00		180,000.00		180,000.00	staff and other personnel expenses	UN WOMEN	Regional
Project Manager and Gender Equality - Human Security Advisor - \$230,000 per annum	230,000.00	per annum	1	230,000.00			230,000.00	230,000.00	staff and other personnel expenses	UN WOMEN	Bilateral
Agriculture and Small Business Advisor - \$230,000 per annum	115,000.00	per annum	1	115,000.00	115,000.00			115,000.00	contractual services	FAO	UNTFHS
Agriculture and Small Business Advisor - \$230,000 per annum	115,000.00	per annum	1	115,000.00	115,000.00			115,000.00	contractual services	FAO	Regional
Agriculture and Small Business Advisor - \$230,000 per annum	230,000.00	per annum	1	230,000.00		230,000.00		230,000.00	contractual services	FAO	Bilateral
Staff/Personnel	150,000.00	per annum	1	150,000.00	150,000.00			150,000.00	staff and other personnel expenses	ILO	Regional
Agriculture and Small Business Advisor - 80,000 per annum	80,000.00	per annum	1	80,000.00			80,000.00	80,000.00	contractual services	FAO	FAO
Operations Associate/ Officer - \$50,000 per annum	50,000.00	per annum	1.50	75,000.00	25,000.00	25,000.00	25,000.00	75,000.00	staff and other personnel expenses	FAO	UNTFHS
Operations Associate / Officer - \$50,000 per annum	50,000.00	per annum	1.50	75,000.00	25,000.00	25,000.00	25,000.00	75,000.00	staff and other personnel expenses	FAO	Bilateral
Monitoring and Evaluation	10,000.00	per person	3	30,000.00	10,000.00		20,000.00	30,000.00	contractual services	UN WOMEN	UNW
Monitoring and Evaluation	10,000.00	per person	1	10,000.00		10,000.00		10,000.00	contractual services	FAO	FAO
Project Operational Costs (including Travel and Office Cost) - \$60,000 per annum	60,000.00	per annum	0.50	30,000.00	30,000.00			30,000.00	general operating and other direct costs	UN WOMEN	UNTFHS
Project Operational Costs (including Travel and Office Cost) - \$60,000 per annum	60,000.00	per annum	1.67	100,000.00	30,000.00	20,000.00	50,000.00	100,000.00	general operating and other direct costs	UN WOMEN	UNW
Project Operational Costs (including Travel and Office Cost) - \$60,000 per annum	60,000.00	per annum	0.17	10,000.00			10,000.00	10,000.00	general operating and other direct costs	FAO	UNW
Project Operational Costs (including Travel and Office Cost) - \$60,000 per annum	60,000.00	per annum	0.67	40,000.00		40,000.00		40,000.00	general operating and other direct costs	FAO	Bilateral
Equipment (Laptops, Phones, Printers, Communication) = \$20,000 per annum	20,000.00	per annum	2	40,000.00	20,000.00	20,000.00		40,000.00	supplies, commodities, materials	UN WOMEN	UNW

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Table 1. Detailed Budget by Results

Equipment (Laptops, Phones, Printers, Communication)	20,000.00	per annum	1	20,000.00				20,000.00	20,000.00	supplies, commodities, materials	FAO	Bilateral
				-	-	-	-	-	-			
Output 5.2: Human Security and Gender Equality mainstreaming guidelines for the MSDF												
Activity 5.2.1: Formulation, review and endorsement (workshop) of the proposed guidelines <i>This is further detailed below as follows:</i>				10,000.00	10,000.00	-	-	10,000.00				
1,5 month consultancy	10,000.00	sub-contract	1	10,000.00	10,000.00			10,000.00	10,000.00	contractual services	UN WOMEN	UNTFHS
				-	-	-	-	-	-			
Output 5.3: Sensitization of country-level partners on the link between Gender Equality, Women Empowerment and Human Security												
Activity 5.3.1: Preparation and wide dissemination of short advocacy and 'How To' guide(s) <i>This is further detailed below as follows:</i>				75,000.00	27,500.00	27,500.00	20,000.00	75,000.00				
Preparation and Wide Dissemination of short Advocacy and 'How To' Guide - 2 month consultancy	7,500.00	month	2	15,000.00	7,500.00	7,500.00		15,000.00	15,000.00	contractual services	UN WOMEN	UNTFHS
Social Media Outreach (outsourced, University West Indies, Institute Gender and Development)	20,000.00	per annum	3	60,000.00	20,000.00	20,000.00	20,000.00	60,000.00	60,000.00	contractual services	UN WOMEN	Regional
				-	-	-	-	-	-			
Output 5.4: Increased awareness of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in public policies												
Activity 5.4.1: Awareness raising of decision-makers on the need for - and impact of - integrating Gender Equality and Human Security in public policies <i>This is further detailed below as follows:</i>				30,000.00	30,000.00	-	-	30,000.00				
Sub-Regional Half-Day Workshops, with HSU participation	6,000.00	workshop	5	30,000.00	30,000.00			30,000.00	30,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
				-	-	-	-	-	-			
Output 5.5: Increased awareness raising of decision-makers of the need for - and positive impact of - integrating Gender Equality and Human Security in structural adjustment												
Activity 5.5.1: Awareness raising of decision-makers on the need for - and impact of -integrating Gender Equality and Human Security in structural adjustment programmes				15,000.00	15,000.00	-	-	15,000.00				
Half-Day Regional Workshop with Ministry of Finance representatives (with HSU participation) - meeting facilities; travel of participants	15,000.00	workshop	1	15,000.00	15,000.00			15,000.00	15,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
				-	-	-	-	-	-			
Output 5.6: Documentation of quantified results of the economic impact of greater gender equality and women empowerment (case study, for advocacy purposes)												
Activity 5.6.1: Case study or simulation case quantifying the economic impact of greater gender equality and women empowerment <i>This is further detailed below as follows:</i>				-	-	-	-	-				
Will be covered under same workshop as under 7.5.1				-	-	-	-	-			UN WOMEN	
				-	-	-	-	-				
Output 5.7: Effective UN-System wide steering and monitoring of the HSTF project, and lessons learned mainstreamed in the MCSDF implementation												
Activity 5.7.1: Quarterly Steering Meeting and Production 'Lessons Learned' Action Points <i>This is further detailed below as follows:</i>				-	-	-	-	-				
No budget requirement				-	-	-	-	-			UN WOMEN	
				-	-	-	-	-				
Output 5.8: High-level Project Launch												
Activity 5.8.1: High-level project launch, and a major end-of-project conference on lessons learned and forward-looking Gender Equality and Human Security action planning <i>This is further detailed below as follows:</i>				110,000.00	-	-	110,000.00	110,000.00				
Preparation, Logistics, Participants Cost and Publication/Dissemination Conclusions: Estimated 120 participant (30 launch and 90 end-of-project meeting). With HSU participation	30,000.00	workshop	2	60,000.00	30,000.00	-	30,000.00	60,000.00	60,000.00	supplies, commodities, materials	UN WOMEN	UNTFHS
Preparation, Logistics, Participants Cost and Publication/Dissemination Conclusions: Estimated 120 participant (30 launch and 90 end-of-project meeting). With HSU participation	15,000.00	workshop	2	30,000.00	15,000.00	-	15,000.00	30,000.00	30,000.00	supplies, commodities, materials	UN WOMEN	FAO
Preparation, Logistics, Participants Cost and Publication/Dissemination Conclusions: Estimated 120 participant (30 launch and 90 end-of-project meeting). With HSU participation	10,000.00	workshop	2	20,000.00	10,000.00	-	10,000.00	20,000.00	20,000.00	supplies, commodities, materials	UN WOMEN	Bilateral
				-	-	-	-	-	-			
Objective 5 Sub-Total				2,050,000.00	832,500.00	627,500.00	590,000.00	2,050,000.00				
Total Programme Cost (Requested from UNTFHS) -A					806,000.00	666,000.00	369,500.00	1,841,500.00				
Indirect support costs (7% of the total programme cost above) -B					56,420.00	46,620.00	25,865.00	128,905.00				

Guidance: Please ensure the Total Project Cost values result as the sum of the Objectives Sub-totals. In this regard, particular attention should be given when adding rows for (1) additional activities and/or (2) for additional item lines under each activities and replicate the formatting and

UNTFHS Template for Budget of Programme Proposal
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TOTAL PROGRAMME BUDGET - requested from UNTFHS (total programme costs A + indirect support costs B)					862,420.00	712,620.00	395,365.00	1,970,405.00	<i>formulas as per sample.</i>
OTHER FUNDING SOURCES (no UNTFHS)					Year 1	Year 2	Year 3	Total	
FAO					15,000.00	10,000.00	95,000.00	120,000.00	
UN WOMEN					60,000.00	90,000.00	80,000.00	230,000.00	
BILATERAL					79,000.00	674,000.00	844,000.00	1,597,000.00	
REGIONAL (EU, CDB, GAC)					637,500.00	845,500.00	852,000.00	2,335,000.00	
TOTAL					791,500.00	1,619,500.00	1,871,000.00	4,282,000.00	
OVERALL TOTAL PROGRAMME COSTS (Requested amount from UNTFHS + Other Funding Source (no UNTFHS))					1,653,920.00	2,332,120.00	2,266,365.00	6,252,405.00	

Blue and yellow cells are formulas and should not be altered. Fill ONLY the white cells.

Proposal Note: The Project implements several community pilot projects in the areas of agriculture, fisheries, small business, climate change adaptation, disaster risk reduction, etc. In the absence of a separate budget category for these community pilot projects, these have been added to the budget category 'supplies, commodities, materials'

Table 2: Budget Summary by reporting object class (per each Implementing Organization) funded by UNTFHS

Object Class	Approved Budget (US\$)				
	Year 1 UN WOMEN	Year 2 UN WOMEN	Year 3 UN WOMEN	Total	% over Programme Cost
Staff and other personnel expenses	230,000.00	-	-	230,000.00	23.95%
Travel on official business	-	18,750.00	-	18,750.00	1.95%
Contractual services	72,500.00	275,000.00	37,500.00	385,000.00	40.08%
Operating expenses	30,000.00	11,250.00	-	41,250.00	4.29%
Equipment, vehicles and furniture (including depreciation)	-	-	-	-	0.00%
Supplies, commodities and materials	97,500.00	48,000.00	140,000.00	285,500.00	29.72%
Transfers and grants to counterparts	-	-	-	-	0.00%
Total programme cost	430,000.00	353,000.00	177,500.00	960,500.00	100.00%
Indirect support costs (7% of the total programme cost)	30,100.00	24,710.00	12,425.00	67,235.00	7.00%
Total programme budget	460,100.00	377,710.00	189,925.00	1,027,735.00	107.00%

Object Class	Approved Budget (US\$)				
	Year 1 FAO	Year 2 FAO	Year 3 FAO	Total	% over Programme Cost
Staff and other personnel expenses	25,000.00	25,000.00	25,000.00	75,000.00	13.08%
Travel on official business	15,000.00	-	17,000.00	32,000.00	5.58%
Contractual services	164,000.00	79,000.00	55,000.00	298,000.00	51.96%
Operating expenses	-	-	-	-	0.00%
Equipment, vehicles and furniture (including depreciation)	-	-	-	-	0.00%
Supplies, commodities and materials	5,500.00	110,000.00	53,000.00	168,500.00	29.38%
Transfers and grants to counterparts	-	-	-	-	0.00%
Total programme cost	209,500.00	214,000.00	150,000.00	573,500.00	100.00%
Indirect support costs (7% of the total programme cost)	14,665.00	14,980.00	10,500.00	40,145.00	7.00%
Total programme budget	224,165.00	228,980.00	160,500.00	613,645.00	107.00%

Object Class	Approved Budget (US\$)				
	Year 1 UNDP	Year 2 UNDP	Year 3 UNDP	Total	% over Programme Cost
Staff and other personnel expenses	-	-	-	-	0.00%
Travel on official business	-	-	-	-	0.00%
Contractual services	150,000.00	-	-	150,000.00	100.00%
Operating expenses	-	-	-	-	0.00%
Equipment, vehicles and furniture (including depreciation)	-	-	-	-	0.00%
Supplies, commodities and materials	-	-	-	-	0.00%
Transfers and grants to counterparts	-	-	-	-	0.00%
Total programme cost	150,000.00	-	-	150,000.00	100.00%
Indirect support costs (7% of the total programme cost)	10,500.00	-	-	10,500.00	7.00%
Total programme budget	160,500.00	-	-	160,500.00	107.00%

Object Class	Approved Budget (US\$)				
	Year 1 ILO	Year 2 ILO	Year 3 ILO	Total	% over Programme Cost
Staff and other personnel expenses	-	-	-	-	0.00%
Travel on official business	-	-	-	-	0.00%
Contractual services	16,500.00	99,000.00	42,000.00	157,500.00	100.00%
Operating expenses	-	-	-	-	0.00%
Equipment, vehicles and furniture (including depreciation)	-	-	-	-	0.00%
Supplies, commodities and materials	-	-	-	-	0.00%
Transfers and grants to counterparts	-	-	-	-	0.00%
Total programme cost	16,500.00	99,000.00	42,000.00	157,500.00	100.00%
Indirect support costs (7% of the total programme cost)	1,155.00	6,930.00	2,940.00	11,025.00	7.00%
Total programme budget	17,655.00	105,930.00	44,940.00	168,525.00	107.00%

Table 2: Budget revision by reporting object class (for the whole programme funded by UNTFHS)

Object Class	Approved Budget (US\$)				
	Year 1	Year 2	Year 3	Total	% over Programme Cost
Staff and other personnel expenses	25,000.00	25,000.00	25,000.00	305,000.00	16.56%
Travel on official business	15,000.00	18,750.00	17,000.00	50,750.00	2.76%
Contractual services	403,000.00	453,000.00	134,500.00	990,500.00	53.79%
Operating expenses	30,000.00	11,250.00	-	41,250.00	2.24%
Equipment, vehicles and furniture (including depreciation)	-	-	-	-	0.00%
Supplies, commodities and materials	103,000.00	158,000.00	193,000.00	454,000.00	24.65%
Transfers and grants to counterparts	-	-	-	-	0.00%
Total programme cost	806,000.00	666,000.00	369,500.00	1,841,500.00	100.00%
Indirect support costs (7% of the total programme cost)	56,420.00	46,620.00	25,865.00	128,905.00	7.00%
Total programme budget	862,420.00	712,620.00	395,365.00	1,970,405.00	107.00%

UNTFHS Template for Budget of Programme Proposal

Table 3. Budget Summary by Organization

Table 3: Budget summary by implementing partner funded by UNTFHS

Implementing Organization		Year 1	Year 2	Year 3	TOTAL
UN WOMEN	Programme Cost (A)	430,000.00	353,000.00	177,500.00	960,500.00
	Indirect support costs (7% *A)	30,100.00	24,710.00	12,425.00	67,235.00
FAO	Programme Cost (B)	209,500.00	214,000.00	150,000.00	573,500.00
	Indirect support costs (7% *B)	14,665.00	14,980.00	10,500.00	40,145.00
UNDP	Programme Cost (C)	150,000.00	-	-	150,000.00
	Indirect support costs (7% *C)	10,500.00	-	-	10,500.00
ILO	Programme Cost (D)	16,500.00	99,000.00	42,000.00	157,500.00
	Indirect support costs (7% *D)	1,155.00	6,930.00	2,940.00	11,025.00
Total Programme Cost (A+B+C+D+E+F)		806,000.00	666,000.00	369,500.00	1,841,500.00
Estimated indirect support costs (7%*A)+(7%*B)+(7%*C)+(7%*D)+(7%*E)+(7%*F)		56,420.00	46,620.00	25,865.00	128,905.00
Total estimated programme budget (programme cost + indirect support costs)		862,420.00	712,620.00	395,365.00	1,970,405.00



GOVERNMENT OF ANTIGUA AND BARBUDA

Communications on this subject should be addressed to:

Permanent Secretary
Ministry of Social Transformation, Human Resource Development
Youth and Gender Affairs
John Henry Building
Dickenson Bay and Popeshead Streets
St. John's, **Antigua**

Telephone: (268) 562-5535/6566/3588/3825/3529/5406
Fax: (268) 562-5369
Email: Social.Transformation@ab.gov.ag

REF: ST 17/59 Vol. II

12th April, 2019

Ms. Mary Alison Mclean
Representative
UN-Women, (Multi-Country Office for the Caribbean)
Bridgetown, Barbados

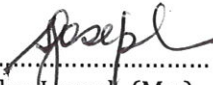
Dear Ms. Mclean:

I am pleased to submit Antigua and Barbuda's proposal and application for participation in the project Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector.

Over the years Antigua and Barbuda has made gains in advancing the gender agenda and this project will assist in building on the achievements to date.

Anticipating a positive outcome.

Sincerely


.....
Sandra Joseph (Ms.)
Permanent Secretary

Ref. No.
In replying the above
Number and date of this
letter should be quoted.



MINISTRY OF SOCIAL DEVELOPMENT,
HOUSING AND COMMUNITY
EMPOWERMENT
BOTANICAL GARDENS
ST. GEORGE'S
GRENADA, W. I.

Tel. No.: (473) 440-2269/7952
Fax No.: (473) 440-7990
E-mail: Ministrysod@yahoo.com

April 12, 2019

Ms. Mary Alison Mc Lean
Representative
Multi-Country Office for the Caribbean
UN Women, UN House
Hastings, Christchurch
Barbados

Dear Ms McLean

The Ministry of Social Development, Housing and Community Empowerment endorses the project "Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector".

The overall aim of this project is aligned with Grenada's Medium-Term Priority to "***harness linkages between agri-business, tourism and rural employment.***" It is also aligned with one of the policy commitments in the National Gender Equality Policy and Action Plan (GEPAP, which is to "***address the issue of women's ownership of land/property and access to credit to facilitate their production and enterprise in agriculture and tourism.***"

In this regard, this Ministry will be pleased to facilitate Grenada's full participation in this project and coordinate local stakeholders for its implementation. We are hopeful that women and youth in the parishes of St Andrew, St Patrick and St Mark and the island of Carriacou will be direct beneficiaries and that women and youth from throughout the country will be positively affected, to redound to their economic empowerment.

We thank UN Women for inviting Grenada to be part of this initiative and look forward to further engagement to make this project a reality.

Sincerely,

.....
VERONICA CHARLES (MRS.)
PERMANENT SECRETARY (AG)



MINISTRY OF EDUCATION, INNOVATION, GENDER RELATIONS AND SUSTAINABLE DEVELOPMENT

DEPARTMENT OF EDUCATION, INNOVATION AND GENDER RELATIONS

Francis Compton Building, Waterfront, Castries
Telephone: 758 468 5288 / Fax: 758 453 2299

April 12, 2019

Mary Alison Mclean
Representative,
UNWomen Multi-Country Office for the Caribbean
UN House, Marine Gardens
Hastings, Christ Church
BARBADOS

Dear Ms. McLean

The Department of Education, Innovation and Gender Relations hereby pledges its full support and commitment for the proposed Human Security Trust Fund Project entitled, “Building Effective Resilience for Human Security in the Caribbean Countries The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/fisheries Small Business) Sector”, being undertaken by UNWomen Multi-Country Office for the Caribbean in collaboration with the fourteen countries that it serves.

The proposed project will be conducted in collaboration with St. Lucia’s Department of Gender Relations, Department of Agriculture Lands and Fisheries and the Department of Sustainable Development. The project seeks to ensure:


- a) Gender -responsive and disaster risk resilient agricultural, fisheries and small business extension services, programmes and techniques are available and accessible to the most marginalised ;
- b) Gender responsive social protection, insurance and financial products are available and accessible to marginalized and impoverished groups (specific emphasis will be placed on women headed households with high dependency ratios, women in agriculture “fisherfolk” and unemployed young men);
- c) Increased market access readiness and resilience for smallholder farmers and agriculture related small business;

d) Community resilience is strengthened through advocacy and community engagement with farmers, fisherfolk and young people to engage in agriculture and the blue economy.

This project is timely in light of the lack of tools to engage vulnerable groups to increase their resilience. Eliminating this challenge at this point will increase our chances of operationalizing our national adaptation plan.

We therefore look forward to Saint Lucia's participation in this project as it is expected to create ripple effects not only in St. Lucia but other Small Island Developing States. We thank the UNWomen Multi-Country Office of the Caribbean for considering Saint Lucia in this project and look forward to continued ties in our shared goal of building resilience and promoting gender equality.

Yours sincerely



.....
Michelle S Charles (Ms.)
PERMANENT SECRETARY

Carlo Luy

From: Lennox Chandler <LChandler@agriculture.gov.bb>
Sent: Monday, 03 June, 2019 8:22 AM
To: Extavour, Vermaran (FAOSLC)
Subject: Re: UN Trust Fund for Human Security Project Proposal

Dear Ms. Vermaran,

Pursuant to our (Vermaran/Chandler) discussions on this project, I wish on behalf of the ministry to give our endorsement and support in principle to this project. As discussed the final decision lies with the Cabinet of Barbados but I can see no reason why a project of this nature which has obvious benefits for the country will be rejected.

Kind Regards
Lennox Chandler
Chief Agricultural Officer

From: Extavour, Vermaran (FAOSLC) <Vermaran.Extavour@fao.org>
Sent: Wednesday, May 29, 2019 1:43 PM
To: Lennox Chandler; Lennox Chandler
Cc: Kellman, Anthony (FAOSLC)
Subject: FW: UN Trust Fund for Human Security Project Proposal

Dear Mr. Chandler;

As discussed with Anthony, kindly see the attached.

I am available to meet to present the project to you and technical team at the Ministry. This can be done as soon as possible as the approval for from the donor is delayed without the country endorsement.

I can also indicate that detailed actions in country are planned following initial endorsement. FAO will be funding this activity with all relevant stakeholders.

Kind regards,
Vermaran

From: Connell, Kay (FAOSLC) <Kay.Connell@fao.org>
Sent: Wednesday, April 24, 2019 12:13 PM
To: Seibert K Frederick <SFrederick@agriculture.gov.bb>; ps@agriculture.gov.bb
Cc: Extavour, Vermaran (FAOSLC) <Vermaran.Extavour@fao.org>; Kellman, Anthony (FAOSLC) <Anthony.Kellman@fao.org>; Clarke, Renata (FAOSLC) <Renata.Clarke@fao.org>; Lopez, Vyjayanthi (FAOSLC) <Vyjayanthi.Lopez@fao.org>; Page, Estelle (FAOSLC) <Estelle.Page@fao.org>
Subject: UN Trust Fund for Human Security Project Proposal
Importance: High

Mr. Seibert Frederick
Permanent Secretary

**Ministry of Agriculture and Food Security
BARBADOS**

The attached letter and its accompanying documentation are forwarded for your urgent attention.

With kindest regards,

Kay Connell

*Office of the Sub-Regional Coordinator
for the Caribbean Region*

Food and Agriculture Organization of the United Nations (FAO)

 **(246) 426-7110 Ext. 236**

 **(246) 427-6075**

 **(246) 230-5667**

Kay.Connell@fao.org



**Food and Agriculture Organization
of the United Nations**

Carlo Luy

Subject: FW: UN Trust Fund for Human Security Project Proposal

From: Permanent Secretary - Ministry of Agriculture, Food and Fisheries

Sent: Thursday, May 30, 2019 3:49 PM

To: 'Connell, Kay (FAOSLC)' <Kay.Connell@fao.org>

Subject: RE: UN Trust Fund for Human Security Project Proposal

Hi Kay, Please be informed that the Ministry of Agriculture has reviewed the concept note and we are happy to be partners in the project. We will write officially to the FAO with our letter of support.

Dr. Reginald Thomas
Permanent Secretary

From: Connell, Kay (FAOSLC) [<mailto:Kay.Connell@fao.org>]

Sent: Thursday, May 09, 2019 12:17 PM

To: Permanent Secretary - Ministry of Agriculture, Food and Fisheries <psagriculture@dominica.gov.dm>

Cc: Ryan Anselm <rlanselm@gmail.com>; Lopez, Vyjayanthi (FAOSLC) <Vyjayanthi.Lopez@fao.org>

Subject: FW: UN Trust Fund for Human Security Project Proposal

Importance: High

Dear Dr. Thomas,

Reference is made to our message below and the attached documentation – again forwarded for ease of reference.

This is a gentle reminder requesting at the earliest opportunity, your Ministry's endorsement of the letter and project proposal.

With kind regards,

Kay Connell

*Office of the Sub-Regional Coordinator
for the Caribbean Region*

Food and Agriculture Organization of the United Nations (FAO)

 (246) 426-7110 Ext. 236

 (246) 427-6075

 (246) 230-5667

Kay.Connell@fao.org



Food and Agriculture Organization
of the United Nations

From: Connell, Kay (FAOSLC)

Sent: Wednesday, April 24, 2019 12:01 PM

To: 'psagriculture@dominica.gov.dm' <psagriculture@dominica.gov.dm>

Cc: Secretary to the Permanent Secretary - Agriculture, Food and Fisheries <pssecagriculture@dominica.gov.dm>; Ryan

Anselm <rlanselm@gmail.com>; Extavour, Vermaran (FAOSLC) <Vermaran.Extavour@fao.org>; Kellman, Anthony (FAOSLC) <Anthony.Kellman@fao.org>; Clarke, Renata (FAOSLC) <Renata.Clarke@fao.org>; Lopez, Vyjayanthi (FAOSLC) <vyjayanthi.lopez@fao.org> <vyjayanthi.lopez@fao.org>; Page, Estelle (FAOSLC) <Estelle.Page@fao.org>
Subject: UN Trust Fund for Human Security Project Proposal
Importance: High

Dr. Reginald Thomas
Permanent Secretary
Ministry of Agriculture and Fisheries
DOMINICA

The attached letter and its accompanying documentation are forwarded for your urgent attention.

With kindest regards,

Kay Connell

*Office of the Sub-Regional Coordinator
for the Caribbean Region
Food and Agriculture Organization of the United Nations (FAO)*
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☎ (246) 427-6075
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Kay.Connell@fao.org



**Food and Agriculture Organization
of the United Nations**

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