



COUNTRY PROGRAMME FRAMEWORK

2011-2016

For

Grenada's Agricultural Sector

Prepared in

Cooperation and Partnership

Between

**The Government of Grenada and the Food and Agricultural Organization (FAO) of
the United Nations**

APRIL 2011

JOINT STATEMENT

The Government of Grenada, represented by the Ministry of Agriculture, and the Food and Agriculture Organization of the United Nations, represented by its Representative in Barbados, are pleased to jointly launch the FAO Country Programme Framework (CPF) 2012-2015 in Grenada, as presented hereunder.

The FAO CPF 2011-2016 is a result of extensive consultations held with a wide range of stakeholders and partners within the country as well as with the relevant technical units of the FAO sub-regional office in Barbados, the regional office in Chile and Headquarters.

This document, co-owned by the Government of Grenada and FAO, indicates the broad commitment of FAO, subject to the availability of required funding, to assist the Government of Grenada in its efforts to achieve national development objectives particularly as they relate to agriculture and rural development. It contributes to the six strategic objectives for the subregion of the Caribbean as identified at the FAO's 30th Sub-Regional meeting in Panama, April 26 – 30, 2010. These strategic objectives are:-

- Risk management
- Food and nutrition security
- Certified and quality seeds
- Health and safety
- Climate change
- Transboundary diseases

By endorsing the FAO CPF 2011-2016, the Government of Grenada is committed to providing collaboration, to the fullest possible extent with regard to available capacity and resources, to facilitate the achievement of the objectives and action proposed in this document.

The FAO CPF 2011-2016 will be pursued in partnerships as broad as possible and in alignment with the joint efforts of the Government of Grenada and the donor community for enhanced coordination and aid effectiveness. The Government of Grenada and FAO look forward to seeking collaboration and support from concerned partner *vis a vis* the successful implementation of the FAO CPF 2011-2016.

For the Ministry of Agriculture

For the Food and Agriculture Organisation

Government of Grenada

of the United Nations

Name

Name

Title

Title

Date

Date

EXECUTIVE SUMMARY

The Country Programming Framework for Grenada (CPF) for the period 2011-2016 summarizes the effort to align FAO's assistance to Grenada in a coherent Programming Framework aligned to national priorities. The CPF is a planning, management and monitoring tool through which both Grenada and FAO identify a set of medium-term priorities for FAO assistance, consistent with the policies and development goals pursued by the Government and the strategy pursued by FAO as a world organization, around which a consistent programming framework is developed and presented in a results-based matrix. Its overall goal is to pursue the development of sustainable agriculture, fisheries and forestry as a contribution to the eradication of poverty and hunger, improving the living standards of all Grenadians, especially the poorest, most food insecure, most vulnerable, in an economically, socially and environmentally sustainable manner. This goal also responds to the intensive challenges from the global economic crisis, instability of food prices and impact of climate change, which threatens the human conditions of so many Grenadians, especially those that are most food insecure.

The formulation of this CPF went through a number of steps conceived as a logical sequence which began with the establishment of six Strategic Priority Areas (SPA) at FAO's sixth Regional Meeting in Panama. The SPAs are as follows:-

1. Food and Nutrition Security;
2. Plant, Animal Health (including transboundary diseases) and Food Safety;
3. Climate Change Mitigation and adaptation) and Sustainability of Agriculture and Natural Resources (including biodiversity);
4. Support to family Farming (including training and technology transfer to small producers) and Rural Development
5. Enhanced Institutional Capacities, Policy Formulation (including regional coordination links) and Investment;
6. Addressing gender and Youth Issues.

The six areas were then modified to reflect the Caribbean particular situation. These areas are:-

1. Risk Management;
2. Food and Nutritional Security;
3. Certified and Quality Seeds;
4. Health and Safety;
5. Climate Change; and
6. Transboundary Diseases.

For each priority area, a number of outputs and corresponding activities, represented as indicators, have been identified in a comprehensive Programming Framework that illustrates

what FAO will accomplish in the 6-year cycle 2011-2016. The CPF priority areas are integrated with two overarching priorities that are fundamental to FAO strategy: (a) gender equity as a priority; (b) the need to prioritize effectiveness of public and private investment in agriculture. They crosscut all FAO programmed activities in Grenada.

The structure of this Programming Framework corresponds to the challenges examined in the sector situation analysis summarized in Part 2 (see also Annex I for a more detailed analysis), with an agriculture sector still anchored to a fragile subsistence rain-fed system, dominated by smallholder producers, centered on a multi cropping system, where access to irrigation is often inadequate; performance is highly affected by events like drought, pest affectation; productivity, and low level of value adding.

The CPF 2011-2015 also illustrates FAO's contribution to the United Nations Development Assistance Framework (UNDAF). The UN Subregional Team (UNST), based in Barbados, is finalizing the new UNDAF for the OECS for the period 2011-2015. The preparation of this CPF has enabled FAO to provide a clear position on the UNDAF process on the contribution of FAO to support at least five of the six areas identified under the UNDAF.

The CPF is a "living document", expected to be continuously updated, improved and/or revised, if and when necessary. A mechanism for the periodic review of the CPF is suggested in the Annual Plans of Action through the organization of an *Annual Review Meeting*. A *mandatory revision* is required upon completion of the first two years of the implementation, following a mid-term evaluation of the CPF, to be discussed during the first trimester of 2013.

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LIST OF ABBREVIATIONS

ACP	African, Caribbean and Pacific States
BOS	Bureau of Standard
CARDI	Caribbean Agriculture Research and Development Institute
CARICOM	Caribbean Community
CDB	Caribbean Development bank
CIDA	Canadian International Development Agency
CIRAD	Agriculture Research and Development
CPF	Country Programme Framework
CFRM	Caribbean Fisheries Management Unit
ESDU	OECS Environment and Sustainable Development Unit
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAOR	Food and Agriculture Representative
FDI	Foreign Direct Investment
GEF	Global Environment Facility
GFNC	Grenada Food and Nutrition Council
GDP	Gross Development Product
GOG	Government of Grenada
GREP	Grenada Rural Enterprise Project
IDB	Inter-American Development Bank
IFAD	International Fund for Agriculture Development
IICA	Inter-American Institute for Cooperation on Agriculture
MDGs	Millennium Development Goals
MNIB	Marketing National and Importing Board
MOA	Ministry of Agriculture

MOH	Ministry of Health
MTP	Medium Term Priority
NAAG	National Aquaculture Association of Guyana
OECS	Organisation of Eastern Caribbean States
OFID	OPEC Fund for International Development
OPAL	OECS Protected Areas and Associated Livelihoods
OR	Organizational Objective
PWB	Programme of Work and Budget
RBM	Results Based Management
SO	Strategic Objective
SPA	Strategic Priority Areas
SPS	Sanitary and Phytosanitary Measures
SRO	Statutory Rules and Orders
TCP	Technical Cooperation Programme
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children Fund
UNST	United Nations Subregional Team
USAID	United States Agency for International Development
WHO	World Health Organization
WINFRESH	Windward Islands Fresh Produce Exporter

1. INTRODUCTION

FAO has been proposing to the Government of Grenada (GOG) the use of the Country Programming Framework (CPF) approach to provide a better response to development needs of the agricultural sector. The CPF intends to align FAO's assistance to the priorities as defined by the Government through the national strategy to promote agricultural and rural development, and achieve food security, environment protection and enhance disaster risk management, taking into account the national capacities available in the country, the comparative advantages of FAO in its areas of competence and those of other development partners.

The implementation of the GOG framework as it relates to agricultural and rural development is supported by a number of financial and donor agencies including the Inter American Development Bank (IDB), the International Fund for Agriculture Development (IFAD), the European Union (EU), the United States Agency for International Development (USAID), Inter-American Institute for Cooperation on Agriculture (IICA), the Canadian International Development Agency (CIDA), the Caribbean Developmentbank (CDB) and the Food and Agriculture Organization of the United Nations (FAO).

The CPF intends to align FAO's assistance to the priorities as defined by the GOG through the national strategy to promote agricultural and rural development, and achieve food security, environment protection and enhance disaster risk management, taking into account the national capacities available in the country, the comparative advantages of FAO in its areas of competence and those of other development partners.

The CPF is built on the six **Strategic Priority Areas (SPAs)** identified in Panama at FAO's sixth Regional Conference, April 2010 which FAO will focus its assistance in an effective and coherent manner in areas of FAO's competence while supporting the implementation of national priorities defined in the policies, strategies and plans adopted by the GOG. The CPF is expected to ensure maximum synergy with the current policies adopted by the Government. The six SPAs are:

7. Food and Nutrition Security;
8. Plant, Animal Health (including transboundary diseases) and Food Safety;
9. Climate Change Mitigation and adaptation) and Sustainability of Agriculture and Natural Resources (including biodiversity);
10. Support to family Farming (including training and technology transfer to small producers) and Rural Development
11. Enhanced Institutional Capacities, Policy Formulation (including regional coordination links) and Investment;
12. Addressing gender and Youth Issues.

The CPF is also aligned with the FAO Strategic Framework (2010-2019) through the Regional Results identified for Latin America and the Caribbean, the United Nations Development Assistance Framework (UNDAF) for Grenada and the Organisation of the Eastern Caribbean States (OECS) 2011-2016. It contributes to the Millennium Development Goals (MDG), and particularly to MDG 1 that aims at reducing hunger and poverty, and to MDG 7 that aims at ensuring environmental sustainability, integrating sustainable development in the policies and programmes of the GOG. The deliberations of the World Food Summit are part of the foundations of this CPF.

By adopting a programme approach, the CPF optimizes the use of FAO comparative advantages, reducing fragmentation of its interventions and enhancing their integration within the national development plan. The CPF is expected to be harmonized with the results-based regime adopted by the FAO *Strategic Framework 2010-2019*, while fully aligned with national priorities and Regional Results for Latin America and the Caribbean, which are the primary drivers of the Organization's activities in the country.

The United Nations Development Assistance Framework (UNDAF) for Barbados and the Organisation of Eastern Caribbean States (OECS) is the collective and integrated UN response to the national and sub regional development priorities, which are reflected in existing national development plans, and the other economic and social development frameworks of the Governments of the OECS Member States and Barbados. It serves as the programming framework for the United Nations Subregional Team (UNST) for Barbados and the OECS, in collaboration with three other members of the UN family, subregional governments and partners in Barbados and the OECS Members States for the period 2012 to 2016.

The UNDAF for Barbados and the OECS 2012 to 2016 defines six thematic priorities to be addressed by the UN, which that are in line with ongoing UN Reform and are fully aligned with and in support of national and subregional priorities.

The six thematic priorities, also referred to as UNDAF Outcomes, to which the UN will contribute its resources collectively based on its comparative advantage and in collaboration with strategic partners are outlined hereunder:

- Outcome 1: Environment, Energy, Climate Change and Disaster Risk Reduction
- Outcome 2: Enabling environment of effective economic and social governance and enhanced security
- Outcome 3: Social protection and poverty reduction with a focus on vulnerable groups

- Outcome 4: Food and Nutrition Security
- Outcome 5: Public Health within context of the development agenda using rights based approach, maintaining focus on HIV/AIDS and non-communicable diseases
- Capacity building and institutional strengthening

Prior to implementation, a set of medium-term outputs for each priority area will be identified and intermediate outcome indicators defined to facilitate monitoring of both the efficiency and effectiveness of FAO- Government partnerships.

Whilst the CPF document primarily provides a strategic framework to focus FAO assistance to Grenada, it should also enable productive partnerships and joint programmes with other organizations active in the country, particularly the UN agencies. It is thus, an important input into the *One UN* process. The CPF provides a rolling framework which will be regularly reviewed and adjusted as necessary. It should not be considered as a plan or programme as no indicative resource allocation is attached to it, however it will be used to mobilize both financial and technical resources to achieve the specified priority outcomes effectively and in a timely manner. The CPF process will remain iterative and the framework document amenable to adjustment and updating based on feedback from monitoring and evaluation of its implementation. In this way it will help maintain continuity of FAO assistance in a more strategic programmatic way.

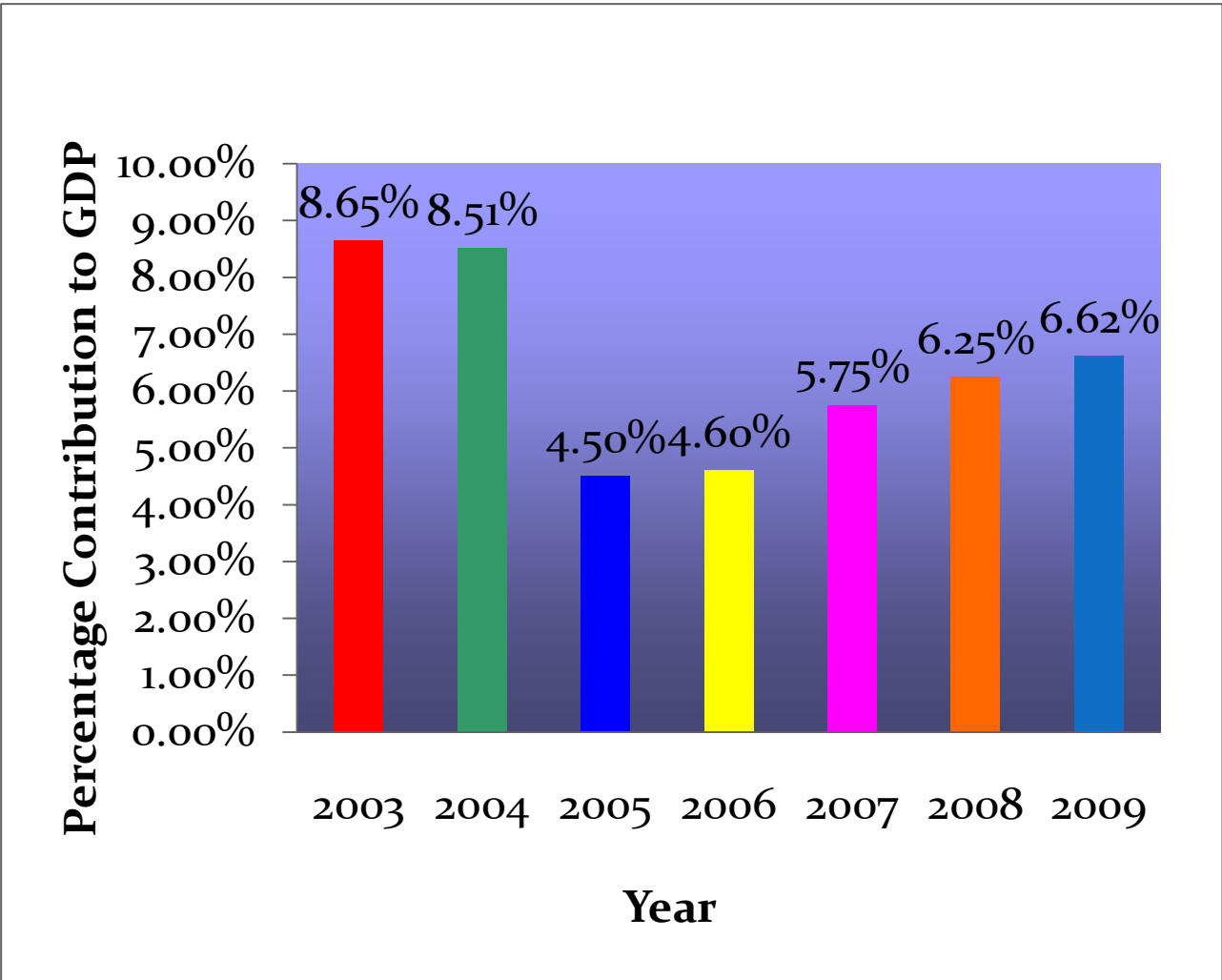
2. SITUATION ANALYSIS

2.1 NATIONAL CONTEXT

Grenada like most small developing economies in CARICOM/CARIFORUM depends on external trade for its economic and social development. Revenue from external trade (imports and exports) accounted for an average of 82% of GDP during the period 2002 to 2006 increasing from 72% of GDP in 2002 to a projected 84% in 2006. External trade was dominated by imports which accounted for an average of 90% of total trade during the 2002 to 2006 period. The negative balance of trade deteriorated an average of 10% per annum during the review period 2002 - 2006. Primary agricultural exports accounted for about 57% of domestic exports between 2002 and 2006 moving from a high of 66% in 2004 to a projected low of 36% in 2006.

Agriculture continues to be a major contributor to the national economy following the near total destruction with the passage of Hurricane Ivan in 2004. Since Ivan, the Agricultural sector contribution to GDP has shown a steady increase from 4.50% in 2005 to 6.62% in 2009 (Table 1). Between 2004 and 2006 agricultural exports averaged 47% of total agricultural output moving from a high of 80% in 2002 to a projected 17% in 2006. Agricultural output has traditionally been dominated by exports of nutmegs and mace, fish, cocoa and fruits and vegetables (including bananas). Domestic agriculture has shown significant growth particularly for fruits and vegetables in response to increased local demand by locals and tourist.

Table 1: Contribution of the Agricultural Sector to GDP (2003 – 2009)



Source: Annual Review 2009

Most agricultural production and fishing activities are carried out in the rural parishes and agriculture is the third largest employer on the island according to the latest available employment statistics.

The agriculture sector makes a significant contribution to economic and social development in Grenada as a major earner of foreign exchange through its exports which averaged \$38 million per year between 2002 and 2004 with a high of \$55 million in 2002; foreign exchange savings through increased production for domestic consumption; employment generation; and stimulation of economic activity in the rural areas. Several projects and programmes to further develop the agriculture sector are being implemented by the Government of Grenada through the Ministry of Agriculture (MOA). These are listed in **Annex 2**.

Among the major factors limiting the growth of the sector are: sub-optimal utilization (low level of applied technology, inadequate training, etc,) of the limited available resources (land, sea, people); market opportunities constraints. (transportation, sanitary and phytosanitary (SPS) are restrictions. Supply capacity, etc.; limited private sector investment (both domestic and foreign) in the sector; ineffective public sector investments; inadequate infrastructure to support the development of the sector; weak institutional framework and policy direction; loss of competitiveness in domestic production and production for exports; and natural disasters.

The agricultural sector has suffered more than other sectors because of the destruction of many of the nutmeg, cocoa and fruit trees which provided a good cash flow with minimal investment once established. Older farmers in particular are reluctant to reinvest in tree crops which will not yield a full crop in less than 5-7 years and the institutional and financial support to get them restarted are not always present.

The sector also suffers from a reticent of lending agencies to inject capital. A number of factors unrelated to the destruction caused by the hurricanes negatively affect the environment for agricultural lending. These include: a) the failure of farmers to demonstrate their historical farm income both because of the absence of farm records and the limited use of bank accounts by farmers; b) high costs, poor availability and low productivity of labour; c) a general exodus from the agricultural sector and diversion of land for non-agricultural purposes meaning that some agricultural projects do not come to fruition; d) incomplete land registration, a lack of land titles, illegal land tenure and disputes over ownership create disincentives for farmers to invest and means that in many cases borrowers are unable to offer land as collateral.

A more detailed analysis of the sub sectors of the Agricultural sector can be found in **Annex 1**.

The policies which drive the agricultural sector are built on four pillars – Commercialization of Agriculture; Market Development and Price Enhancement; Increasing Private Investment in Agriculture and Institutional Strengthening. Towards this end the GOG has embarked on several initiatives to achieve its policy objectives. With regards commercialization of agriculture the formation of a Land Bank and the Strengthening of the Extension Services are actions that are being pursued by the GOG. Agro processing is the main focus towards achieving market development and price enhancement and a suite of support mechanisms are in place to provide support to agro entrepreneurs; for instance duty free concessions on equipment and market facilitation. The GOG is actively working with the private sector to develop a strong public/private sector linkage. The Chamber of Industry and Commerce is now one of the Ministry's strategic partners. Several initiatives are being undertaken to achieve their policy objective of institutional strengthening. Some of these include the proposed merger of the commodities board (Cocoa and Nutmeg); the purchasing of shares in WINFRESH and the support of the new chocolate factory in Diamond.

2.3 MAIN ACTORS AND INSTITUTIONS

The Ministry of Agriculture (MOA) is the pivotal institution for agriculture development in the island state of Grenada, Carriacou and Petit Martinique. Supporting the MOA are other line ministries and public sector agencies, private sector organizations, farmers organizations and other stakeholders. The MOA is the key institution which oversees the agricultural sector and carries out the policies and programmes on behalf of the Government of Grenada. The Ministry, through its divisions and departments carries out research and development, training, fisheries management, veterinary services and agricultural development planning for the sector. Other critical agencies include: the Caribbean Agricultural Research and Development Institute (CARDI) which conducts agricultural research for and on the behalf of the Government; the International Institute for Cooperation on Agriculture (IICA) provides technical support to the Government; the Marketing and National Importing Board (MNIB) provides marketing support services for farmers both for the local and export market; the produce Chemist Laboratory, provides support services to agro processors.

There are several farmers' organizations and NGOs that contribute to the development of the agriculture sector by assisting in the production and marketing processes. These include the North East Farmers Organization; the St. Andrews Progressive Farmers Association; Mt. Reuil Carrot Growers Association; the St. David's Farmers Society; the Clozier Young Farmers Association; the St. Johns Farmers Association; the Grenada Network of Rural Women Producers (GRENRWP); the Grenada Agricultural Forum for Youth; the Grenada Federation of Agricultural and Fisheries Organization (GFAFO); Grenada Community Development Agency (GRENCODA); and the Agency for Rural Transformation (ART).

2.4 FAO AND THE INTERNATIONAL COOPERATION

Grenada has benefitted over the years from FAO's Technical Cooperation Programmes (TCP) both nationally and regionally. FAO's support over the years focused on, among other things, capacity building, assistance in the formulation of policies and management programmes, agriculture planning and the development of legislations related to the agriculture sector. In addition to TCPs the GOG also benefitted from Telefood projects.

FAO activities in Grenada over the last five (5) years were mainly funded through the Regional European Commission funded assistance to agricultural diversification in the Windward Islands Special Framework of Assistance (SFA) 2006. Some of these activities include Marketing Promotion and Development; Livelihood Development via Agro Processing; Strengthening of Agricultural Statistics; and the Annual Regional Agricultural Review. In addition to the TCPs Grenada also benefitted from telefood projects these include Cassava Development for the Northern Growers of Grenada; maximizing the returns from the Production of Carrot; and Strengthening the Agro Processing Capability of the River Sallee agro Processing Group. A more detailed list of FAO ongoing and recently completed assistance to Grenada is provided in **Annex 3**.

There are currently bilateral and multilateral development partners who provide substantial assistance to Grenada. Apart from the FAO, the implementation of the GOG framework as it relates to agricultural and rural development is supported by a number of financial and donor agencies including the Government of Japan, the Grenada Small Farmers Vulnerability project; the OFID/Kuwait Fund, Farm Roads Project; WINFRESH, Fruit Development programme; OECS/ESDU, OPAL Livelihood Project; and UNDP/GEF, Capacity Building for Sustainable Land Management. A summary of the donor agencies' intervention with respect to agriculture and rural development is outlined in **Annex 4**.

2.5 CHALLENGES AND OPPORTUNITIES FOR AGRICULTURAL AND RURAL DEVELOPMENT

In the post Ivan years, Grenada's agriculture has made tremendous progress in spite of extreme weather patterns and volatility in international commodity price; however there are daunting challenges both internal and external that must be addresses. Externally the changes brought about by the World Trade Organisation; the Post Lome 1V ACP/EU arrangements which brought about the Economic partnership Agreement (EPA); and the

CARICOM Single Market and Economy (CSME) are having profound impacts on the agricultural sector.

Trade liberalization is the most important single factor, which is expected to impact on the local agricultural sector in Grenada in the foreseeable future. In that regard, a major challenge at the national level will be to make agriculture viable and attractive for investment in support of the national economy economic development process.

Therefore any development initiative for the sector would also have to take cognizance of the following constraints:

- Small, uneconomic farm sizes;
- Declining agricultural productivity.
- Lack of international competitiveness and an absence of value added to maximize income.
- Insufficient irrigation water and facilities.
- Difficulty in obtaining productive labour.
- Livestock damage to crops.
- Declining availability of land for agricultural development due to the absence of a land policy.
- Aging population with low educational levels.
- Low usage of modern technologies in the production process.
- Low levels of investment capital.

Additionally, the growth in the sector is constrained by a number of institutional factors including the following:

- Weak institutional framework and inadequate support services.
- The absence of adequate and appropriate information to support planning and policy decisions.
- Lack of adequate incentives for agriculture entrepreneurs.
- Lack of coordination among local, regional and international institutions resulting in a duplication of activities.
- Weak infrastructure – roads, irrigation, marketing facilities for non-traditional crops.
- Inadequacy of air transportation in terms of cost, capacity in some cases and local handling facilities.
- Weak linkages with other sectors of the economy.
- Lack of technical capacity.

Despite the above challenges, the structure of Grenada's agricultural sector provides numerous opportunities. The most significant of these opportunities include:

- Grenada is a producer of fine flavoured cocoa which has attracted premium price on the international market but has not been fully exploited;

- Grenada has been the second largest world producer of nutmegs with its produce having the more favoured attribute of low safrol and high myristicin;
- Given the significant volume of production in nutmegs and cocoa, Grenada has a great potential for value added products;
- Fruit production is a tradition of Grenada's farming. Given the huge regional market particularly associated with the tourism sector, exotic fruit production can be expanded;
- Since Grenada is a net importer of food products particularly meat and meat products and dairy, there is huge opportunity to increase the production of livestock; and
- Finally the development of the non-commercial fisheries sub-sector needs to be fully explored.

3. PRIORITIES OF FAO TECHNICAL ASSISTANCE

3.1 INTRODUCTION

Before 2004, FAO had no systematic or formalized process for developing country programmes covering the entire agency's work in a given country. A major independent Strategic Evaluation of FAO Decentralization, carried out in 2004, considered how the agency could better address country needs and concluded there was a need to more carefully match FAO's work to the priorities of the countries. The evaluation considered that this could only be done through sustained dialogue at national level and accordingly its very first recommendation was for the establishment of "FAO National Priority Frameworks." Other recommendations included the development of result-based management (RBM) model for the agency and the preparation of new Strategic Framework 2010-20 (SF) with the accompanying Medium-Term Plan 2010-13 (MTP) and Programme of Work and Budget 2010-11 (PWB). One of the major tools which will inform the development of the Organizational Results and Strategic Objectives is the Country Programme Framework (CPF) developed with individual governments to focus FAO's efforts on national needs and structures.

CPF STRATEGIC PRIORITY AREAS AND FAO STRATEGIC OBJECTIVES AND ORGANIZATIONAL RESULTS

The challenges to the performance of agriculture, fisheries and forestry examined in Section 2 and the response that the GOG is providing through its policies and strategies, as well as the vision, overall goal and Strategic Priority Areas (and corresponding goals) suggested for the CPF for Grenada for the period 2011-2016 are not only perfectly aligned to the regional

priorities identified by the *Regional Conference* in Panama but also with the strategic parameters identified by FAO as UN organization in its *Strategic Framework 2010-2019*.

As it is known, the FAO *Strategic Framework* identifies trends, risks and opportunities for the world as a whole in all areas where FAO has a strong mandate. That mandate is identified by FAO *Core Functions* used to single out its FAO comparative advantage. The *Strategic Framework* recalls the tendency of global population growth, urbanization trends, implications for food demand and the fragile food security situation of vast portions of developing regions. The review of those issues done by the *Strategic Framework* is consistent with the finding of the situation analysis for Grenada. The conclusions reached on food production requirements and the need to multiply efforts to better water and land use, crop intensification, livestock development, focusing in particular on lifting productivity of smallholder farmers, are on the same line of the conclusions drawn for Grenada. In both cases, the considerations regarding food production requirements, better water and land use, crop intensification and diversification, livestock and fisheries development, forestry and other natural resource management, including genetic resources, environmental issues and climate change, emergency issues coincide. In both cases the attention to the trade dimensions of agriculture is of paramount relevance, as it is of vital importance for the Grenadian economy.

Therefore, it is possible to conclude that, similarly to what happens with the six regional priorities, there is perfect synergy between the highest priorities for development of agriculture and related areas identified in the situation analysis for Grenada contained in Section 2, and the national priorities pursued by the GOG and the SPAs identified for this CPF, on the one hand, and the overall approach that FAO adopts in its *Strategic Framework*, on the other.

This consistency becomes more evident once the ***Programming Framework*** is outlined in terms of results achievable, emphasizing the Outcomes and Outputs that are expected from the implementation of the CPF.

3.2 PROPOSED PROGRAMME FRAMEWORK

The proposed CPF was developed at a workshop in which Ministry of Agriculture, Forestry and Fisheries; the Caribbean Agricultural Research and Development Institute (CARDI); the International Institute for Cooperation on Agriculture (IICA); the Bureau of Standards (BOS); the Marketing National and Importing Board (MNIB) and a representative from the NGO community. The CPF is built on the foundation of the six SPA identified at the Panama Conference. However, both the Caribbean and Latin America thought that although the six priority areas generally reflect their situation there are enough differences to warrant a different focus within the broad six areas for each sub region. As a result the Caribbean identified the following six areas:-

1. Risk Management;
2. Food and Nutritional Security;
3. Certified and Quality Seeds;
4. Health and Safety;
5. Climate Change; and
6. Transboundary Diseases.

The outputs for each area were identified based on FAO comparative advantage and experience in the country, the UNDAF thematic areas as well as the existing critical gap in the agricultural sector. Also, the outputs were to be aligned with the Regional Results for the sub region (See **Annex 5**). The indicators give an idea of the direction of the assistance or support needed to address the identified gaps in Section 2. **Table 2** presents the details of the CPF Matrix for Grenada.

Table 2 CPF Matrix for Grenada 2011 – 2016

Strategic priority Areas	National Priorities	Outputs	Indicators	FAO Regional Results
1. Risk Management	1.1 Enhancement of national risk management framework	1.1.1 National Disaster Risk management Policy, Strategy and Action Plan developed	1.1.1.1 Risk profiles assessment conducted	I01
			1.1.1.2 Consultation conducted	I01
			1.1.1.3 Policy, Strategy and Action Plan submitted to GOG	
	1.2 Preservation of Agricultural lands	1.2.1 Land Use Policy developed	1.2.1.1 Consultations held	F04
			1.2.1.2 Land use policy circulated	
	1.3 Improvement of on farm risks	1.3.1 Agricultural Insurance Scheme developed	1.3.1.1 Agricultural Insurance Scheme devised and being implemented	I01
			1.3.2 Action Plan to control	1.3.2.1 Plan developed and submitted to GOG

		praedial lacency develope d		
2 Food and Nutrition Security	2.1 Targeted market driven production	2.1.1 Initiatives supported to assist the GOG to increase production of selected commodities to address nutritional concerns	2.1.1.1 Technical reports of FAO assistance 2.1.1.2 Production of statistics for selected commodities	L01
		2.1.2 Value chain in selected commodity areas strengthened	2.1.2.1 Technical reports of assistance 2.1.2.2 Reports of action taken to improve performance of selected value chain	G01
	2.2 Improved access to land	2.2. Establishment of a Land Bank	2.2.1.1 Technical assistance reports 2.2.1.2 Land bank document submitted	A01
3 Certified and quality seeds	3.1 Establishment of safe and reliable source of planting material	3.1. 1 Storage facilities improved	3.1.1.1 Technical assistance reports 3.1.1.2 Records of improvement 3.1.1.3 Staff trained	A04 A04
		3.1.2 Nursery certification introduced	3.1.2.1 Upgraded and certified public and private nurseries	A04

		3.1. Improved germplasm collection and storage	3.1.3.1 Improved varieties acquired and established 3.1.3.2 Staff trained in improved propagation techniques 3.1.3.3 Selected germ plasm protected (cocoa) 3.1.3.4 Technical reports of assistance	A04 A04
4. Health and Safety	4.1 Enhanced capacity to implement Health and Safety Standards in the Agricultural and Fisheries Sectors	4.1.1 Improved awareness of health and safety standards 4.1.2 Improved grades and standards for crops and livestock commodities 4.1.3. Increased use of nutritious foods 4.1. System to monitor food sources developed	4.1.1.1 Promotional campaigns reports 4.1.1.2 Survey reports 4.1.2.1 Grades and standards established 4.1.2.2 Monitoring and surveillance system for food sources established 4.1.2. 3 Training reports in inspection, lab analyses. 4.1.3.1 Education and information initiatives 4.1.3.2 Technical assistance reports 4.1..3.3 reports of inter agency collaboration 4.1.4.1 Capacity of the Bureau of Standards and Produce Chemist Lab enhanced 4.1.4.2 National Health	D02 D02 D04 D04 D04 L01 D04 D04

			and Food Safety capacity enhanced (CAHFSA) 4.1.4.3 Trainings for Ag inspectors to monitor food sources 4.1.4.4 Technical assistance report	D04
5. Climate Change	5.1 Protection of coastal assets 5.2 Improved Biodiversity and Environment Conservation	5.1. Coastal assets protection policy and action plan developed 5.2.1 Effective and Efficient Management systems of Natural resources developed	5.1.1.1 Policy and Action Plan document 5.1.1.2 Capacity training done 5.2.1.1 Legislation in place 5.2.1.2 Data collection system in place 5.2.1.3 Statutory Rules and Orders developed 5.2.1.4 Areas reforested mapped 5.2.1.5 Sustainable livelihood projects reports	F05 F05 I01 I01 I01 E06 I01
6 Transboundary Diseases	6.1 Upgrade Existing Quarantine System	6.1.1 Improved system of surveillance of pest and diseases	6.1.1.1 Inspection and surveys reports 6.1.1.2 Upgraded diagnostic lab 6.1.1.3 Post entry quarantine facilities in place 6.1.1.4 Legislation in place to protect entry of prohibited species 6.1.1.4 Staff trained	A03 A03 A03 D02 D02

		6.1.2 Capacity to analyze pest and diseases strengthened	6.1.2.1 Data base established	A03
			6.1.2.2 Staff Trained to conduct analyses	A03
			6.1.2.3 Established risk communication mechanism	A03
		6.1.3 Emergency Response System for Exotic Pest and Diseases strengthened	6.1.3.1 Reports of assistance to strengthen System	A02
			6.1.3.2 Participation in regional initiatives on spread of transboundary diseased	A02

The aforementioned national priorities and outputs proposed hereunder encompass FAO's ongoing and planned interventions envisaged at the time of the CPF preparation. These activities may be undertaken as a standalone project or, more likely, a component of regional programme. They do not exclude additional or different interventions that may be considered necessary or requested by the GOG in addressing emerging situations or meeting new requirements. The outputs represent what is considered achievable and for which FAO can be held accountable within the programming period of the CPF. Once the CPF is accepted FAO and the GOG need to conduct an exercise in prioritizing to ensure that the proposed activities are manageable for each biennium, which is FAO's medium term programming cycle.

Improving outcomes in the six SPAs has high potential for positive impact on some of the most vulnerable sections of the population - poor households, women and youth and the environment.

4 IMPLEMENTATION, MONITORING AND EVALUATION

The CPF is co-owned by the GOG and FAO. Accordingly, implementation of the CPF will be pursued in close consultation and collaboration with the concerned ministries and national

institutions. With delegated authority, as conferred in the context of FAO's decentralization policy, the FAO Representative (FAOR) in Barbados will take leadership and responsibility for the implementation of the CPF on behalf of FAO. The FAOR, in turn, will receive full support of the technical officers at the FAO Sub-regional Office for the Caribbean. Technical and managerial support will also be provided by the Latin America and the Caribbean Regional office in Chile and from FAO Headquarters divisions in Rome.

As for monitoring and evaluation, FAO, jointly with the GOG will prepare annual progress report on implementation, which will be discussed in an annual CPF Implementation Review Workshop. Following the annual review the CPF document may be adjusted as necessary to keep it focused and relevant to the needs of the country. Field monitoring of the agreed activities will be carried out by national governments and by regular field missions of FAO staff.

Monitoring activities will be harmonized and synchronized as much as is possible with the UNDAF monitoring and review process. The indicator of the UNDAF and localized MDGs constitute the general indicators against which the impact and contribution of FAO intervention under the CPF will be assessed and evaluated. Further, prior to implementation of activities under the CPF, specific plans for results-based monitoring will be developed. These will establish key performance indicators for targeted outputs as well as refining outcome indicators in the priority focus areas to facilitate the monitoring and evaluation process.

5. RESOURCE MOBILIZATION

The full implementation of the CPF depends on the availability of financial resources, largely depending on financial support from the donors, while a minor share of requirements can be provided from FAO's own resources. The scope of the CPF engagement will require support by regular programme resources (TCP; TCP Facility and Telefood Fund) and other development partners. As an immediate step, FAO's TCP resources will be utilized for implementation of small and medium sized national projects with a budget of up to US\$500,000 of each selected priority project which meets TCP criteria. The GOG is expected to provide counterpart contributions in terms of the provision of human resources, project offices, access to information and statistics and import duty exemption for equipment and supplies procured in support of FAO-executed projects.

FAO and the GOG will jointly facilitate the mobilization of external donor resources for funding of projects (which are usually larger than US\$500,000) through donor consultation and active joint resource mobilization efforts. While the GOG has identified areas for FAO assistance which should contribute to achieving the priority outcomes, the specific activities and project interventions to be supported will have to meet the qualifying criteria of the specific funding source (e.g. TCP, TCP Facility, Trust Fund, or Telefood etc.) and show clear linkages to the national prioritized development outcomes.

6 PARTNERSHIP

Partnerships will be encouraged between relevant Ministries (agriculture, trade, health, etc.), government agencies, private sector, farmer's organizations, and NGOs. Ensuring aid effectiveness and resources mobilization, implementation of the framework will require engagement with other development partners, including UN agencies (UNDP, UNICEF, WHO), Inter-America Development Bank (IDB), Canadian International Development Agency (CIDA), United States Agency for International Development (USAID), International Fund for Agriculture Development (IFAD), European Union (EU), Inter-American Institute for Cooperation in Agriculture (IICA) and other institutions in the region.

A Task Force comprised of government representatives of the Ministries of Agriculture, representatives from parastatal bodies, NGO and FAO country and technical officers will be established for monitoring the overall CPF and the specific priority areas, respectively.

7 ASSUMPTION AND RISKS

Successful implementation of the CPF will require effective and timely resource mobilization (by FAO and governments), political and social stability at national level, political and national budget support for sector development, strong involvement by private sector (farming community) and NGOs in implementation of activities to achieve priority outcomes. Realization of the development outcomes and higher level goals will also be dependent on the successful outcomes of other development partner and government programmes in related areas.