

**Multilateral Investment Fund
Delegation of Authority Program**

PLAN OF OPERATIONS

**Implementation of Sustainable Farming Practices in Trinidad's Northern Range Communities
TRINIDAD AND TOBAGO**

GENERAL INFORMATION

A.	<i>Project Title</i>	Implementation of Sustainable Farming Practices in Trinidad's Northern Range Communities
B.	<i>Project No. (TC#)</i>	<u>TT-M1017</u>
C.	<i>Executing Agency</i>	<i>The Cropper Foundation</i>
D.	<i>Target Beneficiaries</i>	Farmers from 2 selected subsistence-farming watershed communities in the Northern Range of Trinidad. Indirect target beneficiaries include members of the affected downstream communities and consumers of produce that have been cultivated in the selected watershed communities.
E.	<i>Sources of Funding</i>	Total Cost: \$ 294,500 MIF Contribution: \$ 150,000 (51%) Counterpart Resources: \$ 144,500 (49%)
F.	<i>Objectives</i>	To mitigate negative impacts on the environment and affected downstream communities by piloting alternative farming practices that can assist in improving the returns and sustainability of agriculture for small farmers
G.	<i>Execution Timetable</i>	The project will be executed in: 30 months The period for disbursements will be: 36 months

I. BACKGROUND AND JUSTIFICATION

- 1.1 The practice of small-scale and subsistence farming, though largely unregulated and unauthorised, is quite common in Trinidad and Tobago. In addition to being a source of livelihood, small-scale farming contributes to local food production. Small scale/subsistence farming often provides the primary source of livelihood for communities in rural areas, where pockets of poverty are concentrated according to poverty data for Trinidad and Tobago.
- 1.2 Small scale farming practices are becoming more evident on the slopes of Trinidad's Northern Range (as concluded in an integrated assessment of the Northern Range in

2004¹), due to economic and other factors such as land use policy and practices and accelerated development of housing. Particularly, public and private housing programmes over the past few years have involved increased land acquisition, encroaching upon many traditional farming areas and resulting in more small farmers retreating to hillside communities, including those within the Northern Range, to grow their crops.

- 1.3 In bringing such additional land in the Northern Range under cultivation, more forest cover is lost because of slash-and-burn and other approaches to land-clearing by farmers, broadly resulting in soil erosion, water runoff, and aggravation of downstream flooding and siltation of water courses². Specifically, the intense pressure on the land due to the escalation in the numbers and activities of subsistence farmers has significant downstream consequences for the heavily populated lower-lying areas, including the capital city of Port-of-Spain and surrounding densely populated residential areas. These consequences include an increase in the frequency, severity and locations of flooding events, disruption in potable water production and distribution, and an overall decreased quality of freshwater. The Northern Range is in fact the largest producer of freshwater for Trinidad, supplying about 80% of the surface water used and 65% of the groundwater used.³
- 1.4 While the option of relocating farmers in a land-scarce small island is not politically or socially attractive, as it would be very disruptive to farmers' lives and livelihoods and may negatively impact national food security, unsustainable hillside agricultural practices and their impacts on the environment and downstream activities must be addressed. The aim of this project therefore is to mitigate negative impacts on the environment and downstream communities by piloting alternative farming practices that can assist in improving the returns and sustainability of agriculture for small farmers. The lessons and experience from this project will be used by the executing agency in its attempt to inform policy and programmes in the government and non government agencies that influence land use, environmental and water resource management, physical planning, agricultural practices and management of the Northern Range and other similar environments.
- 1.5 It is expected that this project will serve as a model for reconciling socio-economic needs of hillside farming communities with environmental conservation through the introduction and successful demonstration of participatory and sustainable agricultural practices. Furthermore, considering that this issue is not confined to Trinidad, but is a source of concern in its sister isle of Tobago and other small Caribbean islands due to the commonality of competition for limited land resources combined with food security concerns, the project can have a significant demonstration effect with numerous opportunities for replication across the Caribbean region.

¹ *State of the Environment Report, 2004*, published by the Environmental Management Authority of Trinidad and Tobago in 2005 (catalysed and coordinated by The Cropper Foundation)

² Ibid

³ Ibid

II. EXECUTING AGENCY AND BENEFICIARIES

- 2.1 Implementation of this project will be facilitated by The Cropper Foundation, a not-for-profit organisation established in August 2000, under The Companies Act, 1995 of Trinidad and Tobago. Comprised of 3 full time programme officers on the permanent staff, 2 senior associates, a President, and Board of Trustees the Cropper Foundation's key mandate is to advance the understanding and implementation of sustainable development practices in Trinidad and Tobago.
- 2.2 The Cropper Foundation has an established track record in the successful implementation of projects funded by a range of both international and local funding organisations, and is a well respected partner in national dialogue on development strategies and practices. The organisation publishes periodic reports on its activities and has an established and transparent governance framework implemented through a President and an independent Board of Trustees. Additional information on the Cropper Foundation is included in Annex V Institutional Assessment.
- 2.3 The Cropper Foundation acts a framework mechanism for networking people, dialogue and resources across various sectors of the society for the public good and to influence, participate and contribute to Sustainable Development policy and practice, locally, for the Caribbean region, and globally. The Cropper Foundation has established programmes in 3 areas of strategic focus: Public Policy and Governance for Sustainable Development; Environmental Education and Natural Resource Management; and Capacity Building. This project is a constituent of the first main area of activity, and will complement follow-up work of the organisations' 2004 Assessment of the Northern Range, which was designed as a sub-global assessment of the global activity called the Millennium Ecosystem Assessment (MA). Moreover, this project will be administered under the Foundation's Community Technical Assistance Programme, which attempts to support communities in realising, formulating and making progress on their development vision in ways that positively impact their natural and social/economic context, while contributing to the broader national development process.
- 2.4 In the execution of the proposed project, the Cropper Foundation will draw on its experience with the Bon Air North Sustainable Living Project (Trinidad and Tobago), which was funded by UNDP in 2006. As its main goal, this project sought to facilitate the emergence of a 'model' sustainable community helping the community of Bon Air North in advancing its development vision, and in the process, creating opportunities for earning sustainable livelihoods, while conserving its natural environment and building the community's sense of place, its collective identity, and its communal forms of governance. Additionally, The Cropper Foundation has worked with the community of Brasso Seco in Trinidad, providing capacity building training in organisational development, administrative operations and documentation. The Cropper Foundation also acted as an interlocutor for this community to secure technical assistance and resources from various government agencies to develop ecotourism opportunities in the community.

- 2.5 The Cropper Foundation will catalyse, organise, coordinate and manage the project, as well as administer the funding. External technical advice for project implementation and stakeholder engagement can be sourced through an Advisory Group which has supported the Foundation in its work in the Bon Air North community. This has been retained as part of The Cropper Foundation's Programme in Community Technical Assistance. Overall project steering and be managed by a Steering Committee, which would comprise key stakeholders with relevant technical expertise as well as representatives from potential partnering public agencies.⁴ Included in the Steering Committee will be key institutional partners including the UN Food and Agriculture Organisation (FAO), the Inter American Institute for Cooperation in Agriculture (IICA) and the Caribbean Agricultural Research and Development Institute (CARDI).
- 2.6 Direct beneficiaries of this project will be the farmers selected within the two watershed communities of Caura/Tacarigua and St. Joseph. These farmers will co-design and establish alternative farming practices, which can result in conserving land and greater productive utilisation of these resources. While exact numbers of farmers will depend on their identification during the baseline assessment and their willingness to participate, initial targets will aim for at least 20% of the total farmers operating within the two selected watershed communities.
- 2.7 Indirect beneficiaries include the immediate communities involved (through the higher and more sustainable economic returns accruing to the farmers), as well as the downstream communities and other citizens and/or areas which are affected by the activities of subsistence farmers in the selected watershed areas.
- 2.8 Furthermore, beneficiaries of this project include the consumers of produce which is cultivated in these selected watershed communities.
- 2.9 Finally, it should be noted that the numbers of end-beneficiaries will depend not only on the number of farmers chosen for this "pilot" intervention, but also on the potential for replicability of this project.

III. PROGRAMME OBJECTIVE AND DESCRIPTION

- 3.1 The key objective of this project is to develop a community based model for sustainable hillside farming which will deliver greater economic gain to small scale hillside farmers, while alleviating current environmental threats caused by current practices and sustaining the natural resource base of the Northern Range. Specifically the project will:
- a) Pilot a replicable model for protecting the ecosystem and alleviating negative downstream impacts within watershed communities through the introduction and adoption of sustainable agricultural practices by small scale farmers in the Northern range

⁴ Organisations and/or individuals will be selected and invited after the scope and nature of expertise needed for the Steering Committee have been identified.

- b) Support the social and economic development of participating farmers and their communities through the implementation of these alternative farming practices
- c) Communicate this approach and assist in the scaling up and replication of this model

3.2 These project objectives are structured to build capacity within the communities and with relevant stakeholders for adoption of sustainable farming practices, to understand the receptivity for new technology, to strengthen the policy framework at the community, local and national levels, and to ensure sustainability of results. In doing so, this project will develop a model for implementation in other watershed communities and will raise public understanding of the need for more sustainable agricultural practices. Such efforts can furthermore inform public policy measures that will address the proper utilisation and management of these land areas, so as to balance the benefits of small-scale farming to the farmers and consumers of produce, with the necessary environmental management of hillside and other areas which impacted by such farming practices. To achieve its goal, the project will be structured in two inter-dependent components, as outlined below:

3.3 **Component I: Pilot Project on Sustainable Farming Practices:**

- 3.3.1 This component of the project focuses on the development and implementation of a pilot programme of sustainable farming practices within two selected watershed communities of the Northern Range. These two watershed areas of Caura/Tacarigua and St. Joseph have been selected out of 35 watersheds of the Northern Range, based on criteria developed by The Cropper Foundation. These criteria were based on a range of socio-economic and ecological factors. Using the criteria, these 2 watershed areas have been chosen for this pilot based on the existence, extent and nature of farming practices; terrain type; a preliminary assessment of farmers' willingness to participate in the project; and signs of transformation being undertaken within a community
- 3.3.2 Within the two watershed areas identified by the Cropper Foundation, communities will be identified and invited to participate in the pilot project based on a series of weighted criteria as follows (weights are ranked 1 to 5 with 5 being the highest):
- (i) Existence of unsustainable agricultural practices - 4
 - (ii) Existence of community governance structures (even rudimentary) - 3
 - (iii) Land tenure system (whether resident farmers have legal access to lands under hillside cultivation) - 2
 - (iv) Minimal bias of intervention results from nearby development initiatives - 3
 - (v) Complementarity of proposed program with existing community initiatives (if any) - 1

3.3.3 The implementation of this pilot project on sustainable farming practices will begin with the *creation of baseline data* to measure the potential environmental and economic impact of adopting environmentally sustainable cultivation practices on participating farmers. It will be important to work with hillside community members within the selected watersheds to create an understanding of the impact of their actions on the environment, as well as the link between environmental management and the sustainability of their own livelihoods. This step is critical in building understanding of the project, the implications and impact of existing farming and other activities by the community on the sustainability of community livelihoods. Working with hillside community members, the baseline data including results of community/stakeholder consultations from this component will enable The Cropper Foundation and key stakeholders (including targeted farmers in the selected areas) to:

- (i) Make an overall and in-depth assessment of current agricultural practices and the impact of these practices on the immediate community, the natural environment, downstream communities, and consumers (within the larger spectrum of an impact on local food security);
- (ii) Understand the opportunities and possibilities for technical interventions. A salient element of this project is to provide farmers with alternative practices which will not only have a positive impact on the environment, but also have positive effects on their income level and living standards. As such, instructive information in this regard will include: the availability and suitability of more profitable, sustainable and/or more environmentally adaptable crops; feasible and sustainable agricultural techniques, such as a shift from short cropping to forest gardening, modifying high input to low input agriculture, changing crop mixes to suit the community and the environmental objectives and/or land preparation with emphasis on soil conservation; the potential for receptivity of new technology to ensure ownership and application; and the propensity for capacity building and replication within this community and others with similar circumstances;
- (iii) Assist in the identification of farmers from selected hillside watershed communities for participation within the pilot program
- (iv) Understand the possibilities for effective intervention by the project team, rationalising constraints and opportunities for leverage; and
- (v) Provide information for a research overlay necessary for future comparisons and analysis of results and impact over time, which will inform the process of dissemination and replication of the model as well as raising awareness of key stakeholder groups so as to inform national policies and planning.

3.3.2 While the exact numbers of farmers selected will depend on information from the baseline assessment and each watershed community, the selection of farmers to participate in the pilot program will be based on a series of transparent weighted criteria as presented below (weights being ranked on a scale of 1 to 5 with 5 being the highest).

- Farmer is currently engaged in unsustainable farming practices - 4
- Land tenure system governing areas under the farmer's cultivation - 2
- Demonstrated willingness to participate in the project - 5
- Interest in and capacity for the transfer of knowledge of alternative practices to others - 4
- Initial indication of commitment to continue with proposed farming methods beyond the project period (based on oral commitments and indications of practices continued from other programs or interventions) - 4

3.3.3 Following the creation of baseline information on the communities selected and the identification of farmers, a major sub-component of this project will be the *provision of technical support* to participating farmers in selected pilot communities to teach and transfer practical skills and knowledge of alternative cultivation practices. These interventions will be conducted via a series of workshops and demonstration projects including land preparation and management, crop selection, agronomic practices. Such workshops will include:

- (i) Workshops with farmers in pilot sites for participatory design of interventions.
- (ii) Workshops with farmers and technical experts to:
 - Assess findings of baseline information;
 - Gain consensus on the design of interventions for pilot sites; and
 - Finalise the design of the research overlay.
- (iii) Workshops with farmers and technical experts to:
 - Share experiences and knowledge;
 - Assess status of project; and
 - Allow for improvement in project design.

3.3.4 While specific elements of the actual interventions will result from analysis of the baseline assessment, it is envisioned the detailed design of technical support for farmers will be finalised through participatory focused meetings, workshops and site visits. The implementation of interventions and monitoring and evaluation will be based on field work in community demonstration sites, at farmers' experimental plots, as well as through focused meetings and workshops.

Evaluation at the end of the project will be based on monitoring and evaluation reports developed throughout the project to measure progress in terms of stated project objectives and specific analysis of environmental changes measured against data collated in the baseline assessment. Information will be collected and assessed by the project's technical team as well as by farmers. The mechanism for data collection would include surveys, site visits, sampling (e.g. soil and water) and focused stakeholder meetings/forums.

- 3.3.5 Technical results of the interventions will be monitored over time and measured against the baseline assessments and measurements to clearly document project results. The analysis of project results will be supported through the provision of technical and other resources from the institutional partners as documented in Annex VI.

3.4 **Component II: Strengthening of Local Networks and Dissemination of Results:**

- 3.4.1 Following on from the baseline assessment and the design and implementation of technical support for participating farmers, a crucial step to achievement of broader project objectives will be networking with the selected communities, other similarly affected communities, and public and private stakeholder organisations to disseminate information on the environmental and socio-economic benefits of adopting alternative farming practices.
- 3.4.2 While the ultimate goal of this effort will be to effect and/or inform public policy and programmes at the national and regional levels, with a view to replicating the project in other areas, the dissemination of the actual results achieved within participating communities is a key factor in ensuring buy in for the alternative approaches introduced and the sustainability of improved practices beyond the project execution and investment period. In essence, this component will document and disseminate information on a community-based model for sustainable hillside farming, which will deliver greater economic gain to small-scale hillside farmers while alleviating environmental threats caused by current practices.
- 3.4.3 As such, in an effort to achieve mainstreaming and sustainability of this approach to food cultivation in vulnerable environments and communities, it is proposed that key stakeholder organisations from the public and private sectors be involved in steering of this pilot project, the distillation of lessons learned and the recommendation for expansion and mainstreaming of this approach, initially at the national level.
- 3.4.4 The Cropper Foundation tries to be catalytic and strategic in its initiatives implemented with limited resources and therefore realises the key to project sustainability and expansion is to secure buy-in. With this project, buy-in would be needed from farmers, technical organisations as well as government institutes, mainly the Trinidad and Tobago Ministry of Agriculture. This Ministry has the mandate for agriculture in the country and is therefore the only entity that can

support or implement a nationwide programme to promote sustainable agricultural practices. The main approach to replication would be to actively engage key stakeholders, such as the Inter American Institute for Co-operation in Agriculture (IICA), Caribbean Agricultural Research and Development Institute (CARDI), and the Food and Agriculture Organisation (FAO) and the Trinidad and Tobago Ministry of Agriculture, to disseminate information on the project and results achieved. The IICA, FAO and CARDI have already indicated their support for and technical contributions to the project at a meeting of three institutional partners, the Cropper Foundation and the IDB/MIF as outlined in Annex VI

- 3.4.5 Broader dissemination efforts which will be supported by institutional partners including the FAO, IICA and CARDI will include a national conference for public and private stakeholders.
- 3.5 Ultimately, the project is intended to deliver two main outputs: transformed hillside practices within participating communities and dissemination of lessons learnt, of which the sharing of lessons and replication of practices introduced under Component I, can be considered as indicators of project sustainability. The participating farmers can play a role in outreach and sharing and this can serve to further validate the project for them as well as motivate them to continue to implement the practices adopted within the project.

IV. SUMMARY BUDGET (Exchange Rate Used: TT \$6.30=US \$1.00)

Budget Categories	MIF (US\$)	Counterpart (US\$)	Total (US\$)	% of Total
Technical Co-ordination	84,000	6,000	90,000	31%
Baseline Assessment, Research and Documentation of Results	22,000	18,000	40,000	14%
Implementation of Alternative Farming Practices	34,000	96,000	130,000	44%
Seminars and Workshops	5,000	2,000	7,000	2%
Project Administration	3,000	19,500	22,500	7%
Audit		3,000	3,000	1%
Evaluation	2,000		2,000	1%
Total	150,000	144,500	294,500	100%

- 4.1 **Sources of funding** – The total programme cost is expected to be US\$ 294,500 of which MIF would contribute US\$150,000 in non-reimbursable funds, and the remainder of US \$144,500 will be provided by the Cropper Foundation as counterpart resources. At least 50% or US \$72,250 of the counterpart resources will be constituted via cash contributions.
- 4.2 The table above provides a general breakdown of project costs by component. A detailed budget is included in Annex III.

- 4.3 The project will be disbursed in accordance with the MIF's Disbursement by Results framework. An initial sum of 20% of MIF resources will be advanced to the Cropper Foundation to mobilise the project. The balance of funds will be disbursed against the following milestones:
- a) Completion of baseline assessment 15%
 - b) Selection of participating farmers 15%
 - c) Completion of technical support to farmers 25%
 - d) Completion of materials for dissemination under Component II 10%
 - e) Submission of final evaluation report and audited financial statements 15%
- 4.4 The assigned officer of Inter American Development Bank (IDB) in Port of Spain must formally accept any amendment of these milestones
- 4.5 A schedule detailing the documentary support to be presented to the Inter American Development Bank to facilitate verification that defined milestones have been achieved will be developed in collaboration with the Cropper Foundation on approval of the operation.
- 4.6 Counterpart investments in the project after the date of approval of the project will be recognised
- 4.7 In addition, eligible project expenses financed by the beneficiary/executing agency from the date of project approval can be reimbursed from MIF resources once the project meets all conditions prior to first disbursement.

V. MECHANISMS FOR PROJECT EXECUTION

- 5.1 The Cropper Foundation will convene a Project Steering Committee to provide oversight and monitor the achievement of project objectives and will resolve any issues referred to the Committee that are deemed to negatively impact project implementation or performance.
- 5.2 The FAO, IICA and CARDI have committed to providing additional technical resourcing and support for the program, particularly for the analysis and dissemination of results and in influencing longer term change in national policy and programming initiatives, particularly in the areas of agriculture and environmental management.
- 5.3 Day to day project operations will be managed by a dedicated technical co-ordinator designated by the Cropper Foundation. The technical co-ordinator will report to the Project Steering Committee as well as to the assigned supervising officer designated by the Multilateral Investment Fund (MIF)/IDB.
- 5.4 The Cropper Foundation will be responsible for the financial administration of the project including maintenance of financial records to facilitate reporting by source of funding and category of investment as well as the retrieval and verification of relevant supporting

documentation. The Cropper Foundation will also ensure that adequate controls are implemented in the management of project resources.

- 5.5 **Execution and disbursement periods.** The project will be executed in 30 months and disbursed in 36 months.
- 5.6 **Procurement of goods and services.** In order to engage the services of consultants, and to procure goods and services financed by MIF resources, the executing agency will comply with all Bank policies as set forth in documents GN-2350-7 and GN-2349-7.

VI. MONITORING AND EVALUATION

- 6.1 Project performance will be monitored in accordance with the objectives and indicators as established in the Logical Framework for the project (See Annex I).
- 6.2 An officer of the IDB's Trinidad and Tobago Country Office in Port of Spain will be assigned responsibility for project supervision (this officer may also sit on the Project Steering Committee as per 5.1 above).
- 6.3 Formal project inspection visits will be scheduled each year in accordance with an Annual Operations Plan which will be prepared by the Cropper Foundation for each calendar year of operation, as well as the estimated level of project risk.
- 6.4 The project will be formally evaluated twice per year in a Project Performance Monitoring Report (PPMR) to be prepared by the assigned IDB officer with input from the Cropper Foundation.
- 6.5 The Cropper Foundation, as Executing Agency, will also be required to present semi annual progress reports to the IADB Country Office.
- 6.6 On conclusion of the project, an independent consultant, contracted by the Bank, and financed from resources available in the project budget, will undertake a final evaluation. The evaluation will focus on the extent to which project objectives and targeted results as outlined in the logical framework have been attained and the underlying factors that enabled or impeded project implementation. The consultant will be required to distil key lessons learned as well as recommendations for future efforts of the Cropper Foundation and its partners, the MIF/IDB and other stakeholders in this project, as well as key learnings applicable to similar projects in Trinidad and Tobago, and the wider region.
- 6.7 The Cropper Foundation will adhere to the standard IDB procedures for auditing, financial management of resources and reporting. The IADB's Trinidad and Tobago Country Office will be responsible for technical supervision of this project as well as the processing of disbursement requests.

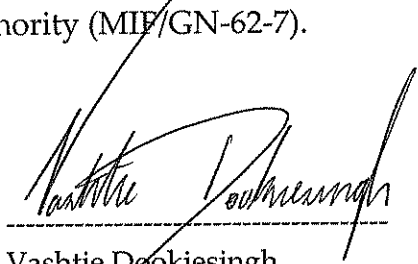
VII. JUSTIFICATION

- 7.1 ***Strategic Fit and Additionality*** - The primary project benefits will be derived through the introduction of sustainable, environmentally friendly and more profitable farming practices to self employed subsistence farmers and their communities. Apart from its fit with the MIF's broad mandate to reduce poverty, primarily through the development of sustainable micro and small business development, the proposed project is consistent with the focus of MIF Delegation of Authority program in a defined priority area, namely "Improving small enterprise competitiveness through eco efficiency" which links the long term sustainability of small enterprises and entrepreneurs to the adoption of eco-efficient technologies and practices. In addition the project addresses the need to introduce environmentally friendly and sustainable farming practices that can provide important demonstration effects and potentially catalyse development and growth of Trinidad and Tobago's declining agricultural sector which is consistent with the national agenda to advance economic diversification, manage the environment and improve food security.
- 7.2 The proposed project complements the current draft country strategy in development which will include both an emphasis on environmental management and identification of a pipeline project for 2010 in the areas of water resource and wastewater management. The proposed project is also has linkages with current land policy under the current IDB housing program LO: 1402/OC-TT National Settlements Program Phase II and the government of Trinidad and Tobago's broader housing program which has been a key factor in the relocation of small scale farmers to watershed communities.
- 7.3 ***Sustainability and Replicability*** - The project is designed to ensure both sustainability and replicability beyond the period of MIF investment. The development of baseline information and the results of pilot program implementation can be measured under Component I, and dissemination activities and development of networks for key stakeholders under Component II of the project will provide an important foundation for both the demonstration of the economic, social and environmental benefits of sustainable hillside farming practices and the dissemination of a model and lessons learned for replication of the approach in other farming communities in Trinidad and Tobago and the broader region. In addition the commitment of institutional partners such as the FAO, IICA and CARDI to the communication and dissemination of project results in particular is expected to contribute favourably towards project sustainability and replicability.

VIII. APPROVAL

This project is recommended and approved for financing under the MIF Program of Delegation of Authority (MIF/GN-62-7).

Recommended By:

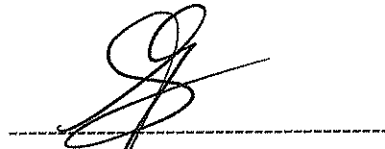


Vashtie Dookiesingh
MIF Operations Specialist CCB/CTT

Date:

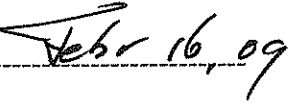


Approved By:



Iwan Sewberath Misser
Representative CCB/CTT

Date:



Annexes:

- Annex I - Logical Framework
- Annex II - Draft Procurement Plan
- Annex III - Detailed Budget
- Annex IV - Implementation Schedule
- Annex V - Institutional Assessment
- Annex VI - Minutes of Meeting of Institutional Partners

Annex I: Logical Framework: Implementation of Sustainable Farming Practices in Trinidad’s Northern Range Communities

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>GOAL:</p> <ul style="list-style-type: none"> - To demonstrate complementarity of sustainable livelihoods and environmental management through the implementation of sustainable hillside farming practices 	<ul style="list-style-type: none"> - At two years after project completion: <ul style="list-style-type: none"> o At least 70% of farmers in selected communities engaging in sustainable hillside agricultural practices o Increased income levels are reported by participating farmers o Reduced levels of soil erosion and siltation in water systems o Reduced /Less Severe occurrences of flooding/ less severity within selected watersheds attributable to changes in farming practices o Model is disseminated to other communities, stakeholder groups and policy makers 	<ol style="list-style-type: none"> 1. Project Records 2. Baseline and Research on selected communities 3. Reports from Public/Government Agencies, including data on <ul style="list-style-type: none"> - Volume, quality and quantity of products derived from sustainable agricultural practices - Testing of freshwater and soil resources for pollutants. - Records of flooding severity and frequency (Ministry of Works, Meteorological Office, WASA, Office of Disaster Preparedness and Management) - Comparison of 2003 aerial photographs with Google Earth at end of project. 	<ul style="list-style-type: none"> - Sustainable agricultural practices can lead to economically viable operations. - Hillside farmers are able and willing to participate in the replication of the pilot project.
<p>PURPOSE:</p> <ul style="list-style-type: none"> - To pilot a programme of alternative and sustainable farming practices to selected farmers in 2 selected watershed communities of the Northern Range. 	<ul style="list-style-type: none"> - At project completion, quantifiable increases in: <ul style="list-style-type: none"> o At least 20% of farmers in selected communities are implementing sustainable and more profitable farming practices 	<ul style="list-style-type: none"> - Project evaluation reports, surveys, project reports, including research findings. - Site visits for observation and discussion with communities and farmers. - Discussion with indirect beneficiaries such as consumers of produce found in the markets and communities located downstream of the targeted watersheds - Laboratory reports of chemical residues in farmers’ blood and produce. 	<ul style="list-style-type: none"> - Interest and commitment of communities/farmers can be sustained beyond the duration of the project. - Farmers maintain records.

COMPONENTS/ACTIVITIES:

<p>1. Pilot Project on Sustainable Farming Practices</p>	<p>By the first 6 months of the project</p> <ul style="list-style-type: none"> • Baseline assessment of conditions is completed <p>At project completion:</p> <ul style="list-style-type: none"> ○ Demonstration of sustainable agricultural practices implemented in at least 4 sites within 2 watersheds ○ At least 60% of farmers in selected communities are exposed to sustainable farming practices ○ At least 20% farmers in selected communities continue to implement sustainable agricultural practices ○ Results of the project are assessed by measuring movement in baseline conditions 	<ul style="list-style-type: none"> - Project evaluation reports, surveys, project reports, including research findings. - Site visits for observation and discussion with communities and farmers. - Comparison of 2004 Agricultural Census information to agricultural profile at end of project. - Workshops participant lists 	<ul style="list-style-type: none"> - Communities/farmers willing and committed to project and its approach. - Crime (e.g. personal safety and praedial larceny) does not impede or discourage farmers and technical consultants.
<p>2. Strengthening of Local Networks and Dissemination of Results</p>	<ul style="list-style-type: none"> - At project completion: <ul style="list-style-type: none"> ○ Increased stakeholder/public awareness of the negative impact of unsustainable agricultural practices on the environment and community life ○ Movement towards clarification/improvement in land tenure and access rights of farmers; regulation and enforcement of policies targeting unsustainable agricultural practices, whether local or national 	<ul style="list-style-type: none"> - Minutes of meetings, and participant list - Records of national policy dialogue forums conducted by both government and non government agencies and associations 	<ul style="list-style-type: none"> - Stakeholders are interested in sustainable agricultural practices, and have a vested interest in community relations

Annex II: Draft Procurement Plan

Required Goods and Services	Description	Start Time	Estimated Cost (US\$)	Funding Source	Method of Selection
Technical Co-ordinator	- Project Coordination and Technical Backstopping	Month 1	90,000	MIF and Counterpart	Individual Consultant
Design and Conduct of Impact Assessment	- Baseline assessment - Monitoring of Results	Month 1	35,000	MIF and Counterpart	Individual Consultant
Technical Assistance for Farmers	- Design and technical support of intervention	Month 1	50,000	MIF and Counterpart	Individual Consultant
Demonstration Sites	- Equipment and Materials for preparation and cultivation of demonstration sites	Month 7	\$80,000 (4 sites by \$20,000)	Counterpart	Shopping
Final Evaluation	- Conduct of Final Evaluation of the project	Month 1	2,000	MIF	Individual Consultant
Audit	- Audit of Project Financial Statements	Month 33	3,000	Counterpart	Sole Select
			183,000		

Annex III: Detailed Programme Budget

Categories of IDB Approved Financial Support	Areas of Relevance to Project	Timeline (30 months in 6 month blocks)					Budget (US\$)						
		1	2	3	4	5	Total	IDB MIF	TCF Counterpart				
		Total		Cash	Kind								
	<i>Technical Consultant:</i>												
	- Technical backstopping to project and communities, with Project coordination and administration						90,000	84,000	2,400	3,600			
	<i>Technical Assignments:</i>												
	- Design and conduct of research plan						15,000	7,000	-	8,000	-	8,000	
	- Baseline assessment						20,000	15,000	4,365	5,000	4,365	635	
	- Market research						5,000	-	-	5,000	-	5,000	
	- Design of interventions and technical support during implementation						50,000	34,000	-	16,000	-	16,000	
	<i>Seminars/ Workshops</i>												
	Workshops with farmers in pilot sites for participatory design of interventions						3,000	2,000	1,000	1,000	1,000	-	
	Workshops with farmers and technical experts:												
	- assess findings						2,000	1,500	500	500	500	-	
	- gain consensus on design of interventions for pilot sites												
	- finalise design of research overlay												
	Workshops with farmers and technical experts to:												
	- share experiences and knowledge						2,000	1,500	500	500	500	-	
	- assess status of project												
	- allow for improvement in project design												

Categories of IDB Approved Financial Support	Areas of Relevance to Project	Timeline (30 months in 6 month blocks)					Budget (US\$)				
		1	2	3	4	5	Total	IDB MIF	TCF Counterpart		
		Total		Cash	Kind						
<i>Equipment and Supplies to implement sustainable farming practices</i>	Estimated at \$20,000 per site for 4 sites						80,000	-	80,000	80,000	-
<i>Administration</i>	This figure represents an estimate of administrative overheads budgeted at approximately 15% of total project costs (accommodation for project office, communication, participation of steering committee members etc)						22,500	3,000	19,500	22,500	-
<i>Financial Audit and Evaluation</i>	Hiring of external auditor for project finances						3,000		-3,000	3,000-	-
<i>Project evaluation</i>	Hiring of consultant for project evaluation						2,000	2,000	-	-	-
TOTAL							294,000	150,000	144,500	114,265	30,235
							100%	51%	49%	77%	23%

Annex IV: Execution Period and Schedule

Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11+
Development and Implementation of Research Plan											
Conduct of Baseline Assessment											
Market Research											
Design and Implementation of Technical Interventions with Farmers											
Dissemination of Results											
Technical and Project Co-ordination											
Steering Committee Oversight											
Final Evaluation											
Audit of Financial Statements											

Note: Q1 refers to the first quarter following project approval and funding guarantee, Q2 refers to the second quarter (and so on), Q11+ refers to the 6 months additional disbursement period beyond the project execution period where key project activities have been completed but project is still disbursing

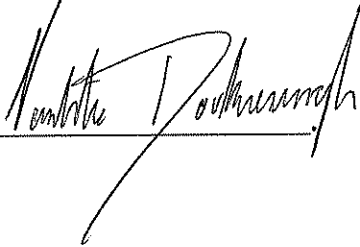
Institutional Assessment

Proposed Executing Agency: The Cropper Foundation

I. Minimum points to verify prior to presenting the project abstract:

1. Executing agency has legal statutes or proposes a clear institutional arrangement mechanism to permit MIF/IDB to enter into a legal agreement
The Cropper Foundation is incorporated as a legal entity under the Companies Act, 1995 of Trinidad and Tobago
2. Indication of availability of counterpart resources.
The Audited Financial Statements show an increase in the organisation's surpluses and reserves over the past 3 years
3. Internal administrative, financial and audit system in place
The organization has presents audited financial statements on an annual basis and has full time program officers that manage the reporting and administrative requirements of assigned donor funded projects. The Cropper Foundation's audit company Camacho and Boyce is headed by licensed members in good standing with the local Institute of Chartered Accountants of Trinidad and Tobago. The organizations accounting requirements are outsourced to Aegis and Company, a well-established provider of accounting services
4. If executing agency has had experience with MIF in the past, it must have been (must be) positive/successful.
The Cropper Foundation has no previous experience with the MIF
5. No criminal allegations or other legal claims that may interfere with the ability of the executing agency to carry out the project or cause entanglements for the Bank.
Audited Financial Statements do not make reference to any legal liabilities nor is any provision made for potential legal claims

COF Specialist: _____



Date: _____

Jan 30/09

II. Detailed institutional evaluation for the analysis phase:

Criteria (& weight)	Elements	Assessment	Rating
Organization (20)	<ul style="list-style-type: none"> • Number of years of existence • Clear vision and mission • Strong management organization • Turnover in leadership in past three years • Demonstrated administrative capabilities • Existing useful infrastructure • Existing number of staff, especially those involve in project related areas and on staff for more than one year • Clear hierarchy and decision making structure • Presence of board that meets regularly • Operations rooted in manuals and other documents • Access to beneficiary groups (e.g. SMEs, local service providers, etc.) • Experience with project monitoring / tracking 	<p>The Cropper Foundation has been in existence for the past 8 years and is a well-recognized stakeholder in the local development arena. The organization has focused on sustainable development and livelihoods and has engaged in a range of projects built on these principles. In its 2007-2008 strategy the organization has emphasized 3 areas for focus and investment 1. Public Policy and Governance for Sustainable Development, 2. Environment and Resource Education and 3. Building National Capacity for Sustainable Development. The Cropper Foundation is governed by a Board of 10 Trustees that meet at least semiannually and day to day activities performed by 3 full time program officers, 2 part time senior associates and consultants with oversight by the President. Program Officers are responsible for managing technical and administrative requirements of assigned projects. Leadership over the past 3 years has been stable but in February 2008 founding member and President Angela Cropper was appointed to a senior position with the United Nations. Ms. Cropper remains a member of the Board of Trustees and has been replaced as President by fellow Board member Winston Rudden.</p> <p>The Cropper Foundation is a small organization but has worked successfully with a range of local and international donors, and has had experience working with communities such as those targeted in the MIF operation TT-M1017 to build sustainable livelihoods</p>	14

Financial capacity (16)	<ul style="list-style-type: none"> • Variation in revenue stream over past three years • Demonstrated ability to attract interest from other donors 	<p>The Cropper Foundation has over the past 4 years been attracting higher levels of donor funding from a range of organizations including:</p> <ul style="list-style-type: none"> • Rockefeller Foundation • International development Research Centre (IDRC) • Millennium Ecosystem Assessment (MEA) • Packard Foundation • Revenue Watch International • UNEP • UNDP GEF SGP • London School of Economics (LSE) • UWI • RBTT <p>For the proposed project TT-M1017, the Cropper Foundation is targeting the FAO as a source of counterpart funding.</p>	10
Expertise in sector or project area (12)	<ul style="list-style-type: none"> • Demonstrated experience in project area • Demonstrated track record • Number of similar projects in past three years • Increase in technical staff over last two years 	<p>The Cropper Foundation has successfully implemented 2 projects in hillside communities, working with communities to build sustainable livelihoods. In addition the Cropper Foundation completed a Northern Range Assessment, which defined economic, demographic, land use cultural, institutional, and policy forces that are negatively impacting on the ecosystem of the area. These previous interventions have provided the Cropper Foundation with important experience and lessons learned that are directly related to the quality of the current project proposal TT-M1017.</p>	9

Knowledge of related thematic areas (12)	<ul style="list-style-type: none"> • Experience in activities related to proposed initiative • Knows local conditions (economic, political, etc.) • Demonstrated ability to work with other entities that are active in the subject matter of the project. 	<p>The Cropper Foundation has worked with a range of communities in the Northern Range Assessment and has also worked with individual communities sustainable livelihood activities.</p> <p>In undertaking the Northern Range Assessment the Cropper Foundation helped to organize and strengthen network of collaborating organisations and individuals. Two project planning workshops organized during this project further broadened a network of stakeholders from public, civic and academic sectors to articulate and address a range of perspectives and issues.</p>	10
Independence (12)	<ul style="list-style-type: none"> • Not involved with competing activities • No conflicts of interest • If a membership organization, ability to work with other entities besides members 	<p>There are no evident conflicts of interest, the Cropper Foundation has over the years built and maintained its reputation as a highly credible and independent organization involved in the promotion of sustainable development.</p>	10

Ability to work with other institutions (8)	<ul style="list-style-type: none"> • Experience working with other institutions both public and private • Effective relationship with other similar institutions • Number of joint efforts in past three years • Experience with bilateral or other multilateral organizations 	<p>The Cropper Foundation has worked actively with rural communities to promote sustainable development models and has worked effectively with a range of stakeholders from the private sector, public institutions, academia, civil society, community development organizations and international institutions to promote dialogue and collaboration in area of sustainable development. The Cropper Foundation has also worked successfully with international agencies such as the UNEP and the GEF in the implementation of donor funded projects. To date the Cropper Foundation has partnered with the Environmental Management Authority, CARDI, the Forestry Division, the Water and Sewerage Authority, the Ministry of Agriculture, Research Unit, University of the West Indies, University of Trinidad and Tobago, the National Association of Village Councils, United Nations Development Program, the International Institute of Environmental Development, the International Development Research Centre and other organizations in project implementation. Seminars and the formation of a sustainable development network.</p>	5
Network within the geographic area of project (8)	<ul style="list-style-type: none"> • Networked within country / region • Strong communication system in place • Large number of members 	<p>The Cropper Foundation members are all active development practitioners working in community based and other civil society organizations, academia, the public sector or in development institutions</p>	5
Reputation (8)	<ul style="list-style-type: none"> • Well known in country, region or internationally • Respected among other organizations 	<p>The Cropper Foundation is well known and respected locally, regionally and internationally as a foundation and through the professional reputation and experience of its Co-Founder/, Angela Cropper</p>	5

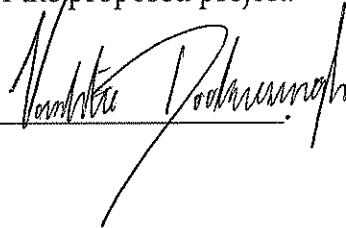
<p>Demonstrated interest (4)</p>	<ul style="list-style-type: none"> • Strong and well defined institutional strategy • Ambitious with drive • Demonstrated interest in taking on the role and sufficient capacity and interest to continue past use of MIF resources 	<p>The organization has a defined strategy as well as a strong interest and commitment to successful implementation of the proposed project TT-M1017 so as to create a working model for sustainable livelihoods that can be adapted and replicated in Trinidad and Tobago and the region</p>	<p>3</p>
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Total possible score: 100

Total: 71

Overall Conclusions:

The Cropper Foundation has a strong technical track record for working in the field of sustainable development particularly in the area of improving environmental practices and has recent experience working with communities similar to the targeted beneficiary groups in the proposed project. The Cropper Foundation also brings a strong technical network to the project. Based on the organizations' current structure, some institutional capacity via the funding of an in-house technical resource who play a role in project implementation as well as managing administrative aspects of the MIF program is recommended. In the absence of full time program oversight arrangements within the current structure of the organization, it is also recommended that a steering committee involving key stakeholders be convened to oversee the direction and impact of the proposed project.

Project Team Leader: 

Date: Jan 30/09

Annex VI

Minutes of Meeting of Institutional Partners

**Implementation of Sustainable Farming Practices in
Trinidad's Northern Range Communities**

An IDB MIF Funded Project

**Minutes of a Meeting of Key Technical Collaborating Organisations
January 16, 2009**

A meeting of key technical collaborators on the IDB MIF funded Project 'Implementation of Sustainable Farming Practices in Trinidad's Northern Range Communities' was held on Friday 16th January 2009 in the meeting room of The Cropper Foundation, Building 7, Fernandes Industrial Centre, Laventille from 11:00 a.m. to 12:00 p.m.

The key collaborating technical partners present were:

- i. The Inter-American Institute for Cooperation on Agriculture (IICA) – Mr. Gregg Rawlins, Country Representative;
- ii. UN Food and Agriculture Organization (FAO) – Ms. Lisa Martinez, Programme Assistant;
- iii. Caribbean Agricultural Research and Development Institute (CARDI) – Dr. Arlington Chesney, Executive Director.

The Cropper Foundation was represented by Winston Rudder, President, and Ms. Sarika Maharaj, Programme Officer.

In attendance was Ms. Vashtie Dookiesingh, MIF Operations Specialist, Inter-American Development Bank (IDB).

The main objective of the meeting was to confirm the collaboration of the key technical partners – IICA, FAO and CARDI – in project implementation, especially as it relates to dissemination and outreach to policy makers and farmers. This had become necessary in light of the imminent approval of the project by the IDB country office. Given the strong supportive relationships of the identified institutions with the Ministry of Agriculture, Land and Marine Resources, their involvement in the project is deemed critical to enhancing and further strengthening the capacity for sustainability and replicability of the project's outputs and outcomes.

The meeting appreciated the presence of Ms. Dookiesingh in updating attendees on the current status of the project in the approval process.

The following table outlines the areas of collaboration previously agreed by the technical partners and confirmed at the meeting.

Collaborator	Areas of collaboration
Inter-American Institute for Cooperation on Agriculture (IICA)	<ol style="list-style-type: none"> 1. General support of project; member of Project Steering Committee 2. Access to regional technical expertise 3. Assistance in development of research plan 4. Data analysis 5. Assistance in design of interventions 6. Dissemination of lessons and model to farmers and policy makers, especially through advocacy of project with the Ministry of Agriculture, Land and Marine Resources
United Nations Food and Agriculture Organization (FAO)	<ol style="list-style-type: none"> 1. General support of project; member of Project Steering Committee 2. Access to regional technical expertise in baseline assessment and design and implementation of interventions 3. Advocate with Ministry of Agriculture, Land and Marine Resources for project inclusion in National Medium Term Priority Framework 4. Dissemination of lessons and model to farmers and policy makers, especially through advocacy of project with the Ministry of Agriculture, Land and Marine Resources
Caribbean Agricultural Research and Development Institute (CARDI)	<ol style="list-style-type: none"> 1. General support of project; member of Project Steering Committee 2. Expertise of senior technical officers in all stages of project implementation including sustainable hillside farming practices and organic and ecological agriculture. 3. Assistance in design of interventions 4. Assistance in design of monitoring and evaluation procedures 5. Provision of research equipment 6. Analysis of data (from baseline assessment and continued research)

Ms Dookiesingh took the opportunity to explain that aspects of the project document, including the operation plan and milestones, may be modified after project approval based on changes that may have occurred since project formulation. She also recommended that in selecting farming communities, we should as far as possible avoid sites subject to bias from alternative development /activities/practices. In this way, impacts attributable to project interventions could be more accurately measured.

Prepared by: Sarika Maharaj, Programme Officer, The Cropper Foundation
Date: January 16, 2009