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Evaluation of the European Union Budget Support Programmes "Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013"

Letter of Contract No.: 2016/375506

Final Report



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DELEGATION OF THE EUROPEAN UNION

TRINIDAD AND TOBAGO

EVALUATION OF THE EUROPEAN UNION BUDGET SUPPORT PROGRAMMES "ACCOMPANYING MEASURES FOR SUGAR PROTOCOL (AMSP) COUNTRIES, TRINIDAD AND TOBAGO 2007-2013"



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FINAL REPORT

24th February 2017

**Prepared by
Mr John Sykes
Dr Govind Seepersad**

NIRAS



*Cover photo:
Mr Prakash Ramrattan's
Sweet Potato Field in
Warrenville, Cunupia,
Trinidad.
Photo by Mr Terry Sampson.*

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List of Abbreviations



LIST OF ABBREVIATIONS

AAP	Annual Action Programme
ACP	African Caribbean and Pacific
ADB	Agricultural Development Bank
AMSP	Accompanying Measures for Sugar Protocol
ARS	Agricultural Rangers Squad
CARICOM	Caribbean Community
CARONI	Caroni (1975) Limited
CFATT	Cane Farmers Association of T&T
CFDD	Chemistry Food and Drugs Division
CLFP	Commercial Large Farms Programme
CPATT	Cane Producers Association of T&T
CSO	Central Statistical Office
DAC	Development Assistance Committee
DEVCO	Development Cooperation
ECB	Enabling Competitive Business
EDF	European Development Fund
EMBD	Estate Management and Business Development Company
EU	European Union
EUD	European Union Delegation
EMA	Environmental Management Authority
FA	Financing Agreement
FWC	Framework Contract
GDP	Gross Domestic Product
GIS	Geographic Information System
GORTT	Government of the Republic of Trinidad and Tobago
HBS	Household Budget Survey
IBIS	Integrated Business Incubator System
IWRP	Integrated Water Resource Plan
LAC	Latin America and Caribbean
MALF	Ministry of Agriculture Land and Fisheries
MAP	Multi Annual Programme
MIP	Multi Annual Indicative Programme
MOF	Ministry of Finance
MPD	Ministry of Planning and Development
MOLSMED	Ministry of Labour, Small and Micro Enterprise Development
MOTI	Ministry of Trade and Industry
NAMDEVCO	National Agricultural Marketing Development Corporation
NAS	National Adaptation Strategy (Sugar)
NAO	National Authorising Officer
NAS	National Adaptation Strategy
NSMG	National Strategic Management Group
OECD	Organisation for Economic Co-operation and Development
PS	Permanent Secretary



PCU	Programme Co-ordinating Unit
PFM	Public Finance Management
SEA	Strategic Environmental Assessment
SPSP	Sector Policy Budget Support
T&T	Trinidad and Tobago
TICFA	Trinidad Island wide Cane Farmers Association
TOR	Terms of Reference
VSEP	Voluntary Separation of Employment Programme
WTO	World Trade Organization

Summary



SUMMARY

Sugar cane was the single most important crop produced in Trinidad and Tobago, and accounted for approximately 40 to 50% of total agricultural GDP between 1990 and 1998. During that time, the single largest producer was the state-owned company Caroni (1975) Ltd., which cultivated about 12,200 hectares, whilst private farmers cultivated some 14,200 hectares. The production of raw sugar peaked at 117,000 tonnes in 1995, and since then there was a steady decline. In 2003 the Government of Trinidad and Tobago decided to disengage from sugar cultivation and end all subsidies to the sugar industry in Trinidad and Tobago by the end of 2007.

The National Adaptation Strategy (NAS) established a comprehensive framework to support national adjustment to a combination of reforms to the European Union (EU) Sugar Protocol and the Government's decision to disengage and end all subsidies to the industry. The EU subsequently allocated funding of €75 million under the Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013.

The NAS comprises three specific objectives:

- Strategic Objective 1: To enhance competitiveness of a private sector-led sugar cane sector on a sustainable basis;
- Strategic Objective 2: To promote economic diversification of sugar dependent areas;
- Strategic Objective 3: Address broader impacts generated by the adaptation process related to social, environmental, community and area-based issues.

The EU response strategy directly supported Strategic Objectives 2 and 3, of the NAS, assisting in the diversification of the economy from sugar to other productive sectors, and mitigating the adverse socio economic and environmental impacts of the restructuring. The EU support was completely aligned and relevant to both objectives 2 and 3 of the NAS and the objective of the National Food Production Action Plan, which is to increase and diversify agricultural production to promote the country's food security situation.

The results and their indicators of achievements for the release of the variable tranches for each of the Financing Agreements were specific, measurable, attributable, realistic and time bound (SMART).

The 2007 AAP contained the following result indicators:

- (i) a consensus on the indicators for the following 3 years;
- (ii) an incentive package including financial compensation as well assistance such as training etc. for the management of the impact of the NAS on sugar farmers approved by government;
- (iii) a training needs assessment and training plan established;
- (iv) a strategic environmental assessment undertaken; and
- (v) a baseline socio-economic survey undertaken.

The 2008 AAP included the following four performance indicators:

- (i) completion of training programmes;
- (ii) conclusion of an action plan for agricultural access roads;
- (iii) review conclusions of the SEA with a view to establishing an Environmental Stability Plan for former Caroni lands;
- (iv) completion of compensation payments to former Caroni employees by June 2009;
- (v) purchase of annuities for all former Caroni employees;
- (vi) compensation payments for more than 3,000 private farmers by June 2009.

The 2009 AAP had five indicators:

- (i) lease for two acre plots offered to 5,000 former employees;
- (ii) access roads for 17 agricultural estates with relevant sub-divisions constructed;
- (iii) action plan to construct access roads on other estates identified;
- (iv) revised agricultural incentives programme adopted by Cabinet;



- (v) review of the conclusions of the Sustainable Environmental Assessment (SEA) in view of establishing an environmental stability programme for the former Caroni lands.

The AAP 2010 had four indicators:

- (i) four large scale farms established and under production;
- (ii) Environmental Stability Plan reviewed by the Environmental Management Authority (EMA);
- (iii) purchase of pension annuities for former employees completed; and
- (iv) action plan to combat praedial larceny adopted by Cabinet.

The 2011-2013 AMSP had the following indicators:

- (i) local Agricultural Production increased by 5% in year 1;
- (ii) Inclusion of Green Buffer Zones and Water Reservoirs on 70% of areas targeted for industrial and residential estates on Caroni Lands in year 1;
- (iii) 2,000 acres of former Caroni Lands under agricultural production by year 2;
- (iv) local Agricultural Production increased by 10% in year 2;
- (v) Integrated Water Management Plan establishing the Framework for drainage and irrigation systems for 70% of Caroni lands used for agricultural purposes in year 2.

All the indicators for the release of the fixed and variable tranches were satisfied, and all funds were released within the validity period of the various agreements.

Lease delivery to the former 8,855 former workers depended on the completion of 30 residential sites infrastructure development and statutory approvals. A total of 16 residential sites have so far been completed and supplied with electricity, asphalt roads, and sewage systems. A total of 4,098 leases have been executed and registered and 3,822 have been collected. A total of 14 residential sites have not yet been completed and 4,757 leases have still to be executed, registered and delivered.

To date of the 5,846 applications that were received for 2 acre agricultural plots 3,854 have so far been processed and delivered. Very few of the two acre plots are being cultivated. Data collected by the National Agricultural Marketing Development Corporation (NAMDEVCO) in October 2015 shows that only about 8% were being cultivated. Also a number of the large scale farms seem to be cultivating less land area than they were reportedly cultivating by the Ministry of Agriculture, Land and Fisheries in 2013. The large farms visited by the consultants were cultivating only about 50% of their total area.

There was a substantial increase in agricultural production during the years after the end of sugar production until 2013, when it subsequently began to decline. According to the Review of the Economy 2016 by the Ministry of Finance and Economy, total agricultural production declined by 2.1% from 2013 to 2016. After an expansion of 1.2 % achieved in 2015, a contraction of 6.0% is forecast for the Agriculture sector in 2016. Driving this outlook is reduced economic activity in the largest agricultural sub-sector, Domestic Agriculture, which is estimated to decline by 9.3% in 2016, its worst performance since 2010. This has been due to a shortage of semi-skilled and skilled agricultural labour, due to the availability of alternative employment opportunities and also a shortage of rainfall during the first three months of the year. As a result, the Agriculture sector is projected to account for 0.4% of Trinidad and Tobago's real GDP in 2016, a level it has maintained since 2012. Government is still behind on the targeted contribution of the sector to national GDP and employment, and food price inflation increased to 5.1% during the first 6 months of 2016, compared to a decline of 1.2% for the same period in 2015. It should be noted, however, that food price inflation has declined since 2011, when it stood at 10.5%.

The extensive training programme that was undertaken between 2003-2007 by 78 different training institutions for approximately 2,520 former employees had a significant impact on their ability to find alternative employment or engage in their own business enterprises, including both on- farm and off-farm activities, as demonstrated by the fact that the unemployment rates following the restructuring exercise continued to decline.



Given that all the indicators for the release of the fixed and variable tranches were satisfied, and all funds were released within the validity period of the various agreements, it can be concluded that the budget support programmes were efficiently executed and managed.

A total of 64% of the technical assistance budget was utilised and 44% of the allocated budget was spent for visibility, audit and evaluations. A number of planned AMSP visibility activities were cancelled to avoid reigniting controversy and negative media attention surrounding the compensation packages to cane farmers.

The contribution of the Sector Policy Budget Support (SPSP) to the NAS objectives of economic diversification and sustainability are not particularly significant in terms of the level of budgetary support. Whilst the SPSP represents a third of the total cost of the 7 year NAS (2007-2013), which totalled €222,150,000, it only represents less than 5% of the total government spending on restructuring the industry since 2003. Rather the significance of EU support lies in enhancing the quality of the measures undertaken by the government. The SPSP has had significant leverage through the implementation of the TA studies and support and the critical policy dialogue, as the SPSP contributed to the improved quality of the results generated. EC support has made government ownership more effective and sustainable and public and government pronouncements in parliamentary statements affirm this commitment.

In the 2016 budget speech the government emphasised its commitment to enhancing public sector investment and encouraging private investment in agriculture, in particular agro-technology and the creation and modernisation of agri-business infrastructure. Security of land tenure has now been given high priority and lands are to be delivered with access roads, drainage and irrigation systems. The Agricultural Development Bank will also be adequately resourced to allow farmers readily-accessible credit. The government remains committed to allocating the outstanding residential and agricultural leases and has recently placed an even greater commitment to increasing food production and food security, while recognising the importance of increased competitiveness of the economy and economic diversification to overall economic sustainability and growth in the longer term.

Communication and visibility related to AMSP was challenged by the controversy surrounding the erroneous claim by a faction of cane farmers that the entire support package had been pledged to them as compensation. A number of initiatives in the area of communication and public diplomacy were undertaken between 2010 and 2016 to increase visibility, media coverage, transparency accuracy and public awareness of the AMSP programme and other EU-funded activities in Trinidad and Tobago. Promoting the AMSP programme, however, was found to reignite the controversy, which in turn overshadowed the positive achievements of the programme in the media and deflected from the other contributions made by the EU in Trinidad and Tobago. The scope of visibility was therefore expanded beyond AMSP and attention was redirected towards the other work of the EU in Trinidad and Tobago as this was largely unknown to the general public.



Recommendations

- EMBD should give priority to completing the 14 unfinished residential sites and processing the 4,757 leases that have still to be executed, registered and delivered.
- CARONI should process the balance of the 2 acre plot lease applications (1,969) that have been received but not yet processed or delivered.
- Government should evaluate options for promoting the consolidation of the 2 acre plots into larger more viable farms, where no cultivation has yet taken place. It is anticipated that the recent removal of the time bound restrictions on marketing the agricultural plots will result in enhanced levels of cultivation if the plots can be efficiently transferred.
- Caroni Green Limited (CGL) should focus on the establishment of partnerships between the public/ state sector and private sector interests, and to providing guidance to the farmers on effective agronomic practices to optimise production in addition to marketing support. Caroni Green as a state-owned limited liability company, which is under the oversight of its Board of Directors and which reports to the Ministry of Agriculture Land and Fisheries. It receives public sector funding for its operations, and it is currently awaiting the release of funds for the forthcoming financial year.
- EMA should refine, refocus and prioritise the activities outlined in the Caroni Environmental Stability Action Plan and ensure that the Technical Sub-Committee is established to oversee its implementation.
- The Commissioner of State lands should consider undertaking a new GIS mapping exercise of the Caroni lands to update the existing spatial database of registered tenants or occupants which contain information on plot location, acreage, land status and land use that was prepared by Caroni in 2012. GIS mapping provides for better geographic information record-keeping (e.g. water availability, flood prone areas, soil characteristics, crops grown, pest and disease outbreaks etc.). It also provides a framework for conceptualizing, understanding and prescribing remedial actions, and it allows for continuity in management when there are frequent staff changes.
- The regularisation of the Caroni squatters should now be given priority given that they are the most productive farmers in the area, and a formalised land tenure which is now possible following the new Squatters Regularisation Bill passed in June 2015, as this will give them the opportunity to formalise and expand their production and marketing capacities.
- Government should continue to advance the Commercial Large Farms Programme (CLFP) with the aim of increasing domestic food production and improving food security and correcting the institutional and infrastructural shortcomings within the agricultural sector, which include the need to create an appropriate unified structure and governance arrangement for all the state agencies responsible for agriculture, to accelerate the construction and maintenance of access roads, drainage and irrigation systems, to upgrade, expand and modernize wholesale markets and to improve compensation to farmers for losses from natural disasters.
- Government should review and update the designs for irrigation and drainage infrastructure that were prepared by the consultants for the Felicity Irrigation Site, including the contract and tender documents, with a view to implementing them in the future. Similarly government should proceed with the implementation of all the recommendations in the Market Based Survey for Pesticide Residues on Agricultural Produce, that are essential to monitor and test produce so as to ensure compliance with international standards.

1

Introduction



1 INTRODUCTION

1.1 BACKGROUND

In October 2016 the NIRAS Consortium was awarded the contract to undertake the Evaluation of the European Union (EU) Budget Support Programmes Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013 (Specific Contract No. 2016/375506). The evaluation is in accordance with the requirement stipulated in the Accompanying Measures for Sugar Protocol Countries, Trinidad and Tobago 2007-2013 Financing Agreement, which allocated funds for and ex-post evaluation. The overall objective of the assignment was to conduct an independent assessment of the performance of the programme and its components, particularly the impact and sustainability of the projects undertaken. The field phase of the assignment was carried out in Trinidad and Tobago between the 24th October and the 16th November 2016.

1.2 SOCIO-ECONOMIC CONTEXT

Trinidad and Tobago has a population of 1.3 million people and is rich in natural resources, having one of the highest GNI per capita in Latin America and the Caribbean (LAC) (US\$18,600 in 2015, Atlas method). The economy is largely based on oil and gas production, with the petroleum and petrochemical industries accounting for about 37% of GDP and ores and mineral fuels over 70% of exports (2015 data).

Economic growth averaged slightly over 8% per year between 2000 and 2007, significantly above the average of 3.7% for the LAC and Caribbean region during the same period. However, GDP has slowed down since then and after a weak recovery in 2012-14, the economy contracted in 2015, due to the sharp fall in oil and gas prices. The collapse of energy prices resulted in job losses and had negative effects on GDP and revenues. Trinidad and Tobago produces about nine times more natural gas than crude oil on an energy equivalent basis with gas contributing about two-thirds of energy sector government revenue. In 2013, Trinidad and Tobago was the world's sixth-largest liquefied natural gas (LNG) exporter and is home to one of the largest natural gas liquefaction facilities in the Western Hemisphere.

The country is buffered by considerable foreign reserves and a sovereign wealth fund that equals about one-and-a-half times the national budget, but the country is in a recession and the government faces the dual challenge of gas shortages and a low price environment. A projected 70% decrease in energy revenue to the government in 2016 will likely force cuts to the government budget, which has increased by 35% over the past six years.

To decrease the dependence on the energy sector, the Government of Trinidad and Tobago continues to seek to broaden the country's economic base through diversification, implementing structural reforms, addressing infrastructural bottlenecks, improving business environment and competitiveness, increasing regional integration and developing human capital.

Sugar cane was the single most important crop produced in Trinidad and Tobago, and accounted for approximately 40 to 50% of total agricultural GDP between 1990 and 1998. During that time, the single largest producer was the state-owned company Caroni (1975) Ltd., which cultivated about 12,200 hectares, whilst private farmers cultivated some 14,200 hectares. The production of raw sugar peaked at 117,000 tonnes in 1995, and since then there was a steady decline. The map below shows the main former sugar related areas.

**Figure 1**

Map of Trinidad



1.3 NATIONAL SUGAR ADAPTATION STRATEGY

In 2001, the sugar production cost in Trinidad and Tobago was estimated at 56.40 USD/lb (1,395 Euros/tonne at 2001 Euro/USD exchange rate), the highest among Caribbean countries.

In 2003 the Government of Trinidad and Tobago decided to disengage from sugar cultivation and end all subsidies to the sugar industry in Trinidad and Tobago by the end of 2007. In 2003 the country's state owned sugar manufacturing company, Caroni (1975) Limited ceased sugarcane farming and manufacturing sugar. A new entity called the Sugar Manufacturing Company Limited was formed which continued to produce raw sugar from cane supplied by private farmers from 2003 until 2007. In 2003 Rum Distillers Limited was also formed, which took over the rum distilling component, and the Estate Management and Business Development Company Limited (EMBD) was created, aiming to facilitate economic activity through the establishment of manufacturing estates, agricultural estates, housing projects and commercial complexes.

The decision to close the sugar industry was taken by the government, prior to the NAS preparation, and an exit plan for the sugar industry had been set in place and was already being implemented by the government prior to the adoption of the NAS. The NAS was prepared by EC-funded consultants, and finalised in March 2007. It was subsequently approved by Trinidad and Tobago's Cabinet in April 2008.

The EU's allocated funding of €75 million under the Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013, which was implemented between 2007 and 2016, comprised two Multiannual Indicative Programmes:

- Multiannual Indicative Programme 2007 to 2010
- Multiannual Indicative Programme 2011 to 2013

The Multiannual Indicative Programme 2007 to 2010, comprised four annual action plans and budget support programme Financing Agreements (2007-2010) and the Multiannual Indicative Programme 2011 to 2013 one multiannual action plan and budget support programme Financing Agreement from



2011-2013. The four annual programmes focussed on divestment of the sugar industry, whilst the latter 3 year programme focussed on diversifying crop production and promoting economic activities other than agricultural production on the former sugar lands, such as tourism, as well as protection of the environment. Activities were focussed on the Government's strategy to reduce the food import bill, reduce food price driven inflation, creating sustainable, long term productive employment in the agricultural sector and contributing to general economic diversification. Of the €75 million made available under the Programme, €1.6 (excluding audit and evaluation) was allocated to technical assistance/studies.

1.4 METHODOLOGY AND STRUCTURE OF THE REPORT

The specific objective of the assignment was to conduct an overall independent assessment of the performance of the budget support programmes focusing mainly on sector results, namely satisfactory progress in the implementation of the National Sugar Adaptation Strategy with regard to facilitating the development of a private sector-led cane industry, creating an enabling environment for economic diversification the redeployment of former cane farmers and alleviating the environmental and social impacts caused by the transition out of the sugar industry.

In compliance with the terms of reference, the evaluators utilized a combination of methodological approaches including a document review, stakeholder interviews and field work in order to balance the beneficiaries' perceptions of benefits received and the stakeholder's perspectives of outputs delivered or results achieved.

Following the home based Inception Phase, when the team accessed and reviewed all relevant programme and project documentation, the Field Phase commenced with a briefing session at the EU Delegation (EUD) in the Port of Spain, attended by the Evaluation Team and relevant EUD staff. The team then conducted interviews and discussions with Port of Spain based stakeholders involved in the project, including the National Authorising Officer (NAO), the Ministries of Agriculture, Land and Fisheries, Ministry of Planning and Development, Ministry of Finance, and the University of West Indies.

This was followed by the further collection and analysis of documentation and data not available during the Inception Phase, and a rapid appraisal and impact evaluation of activities conducted during field visits over a period of two weeks to representative project field sites in the districts and discussions with local stakeholders and beneficiaries. This phase included visits and interviews with farmers, farmer associations, estates, and other relevant district authorities and companies (including, Estate Management and Business Development Co. Ltd, Ministry of Agriculture, Land and Fisheries, the Environmental Management Authority, NAMDEVCO, Caroni 1975 Ltd, Caroni Green Ltd) to assess all the interventions aimed at upgrading infrastructure for irrigation and drainage of agricultural lands, improving water management, rehabilitation of rural access roads, diversifying agricultural production, enhancing marketing capacities for agricultural products, and the creation of employment in the former sugar dependent areas by the establishment of a Sugar Heritage Museum. The interviews were guided by the evaluation questions outlined and approved in the consultants' inception report.

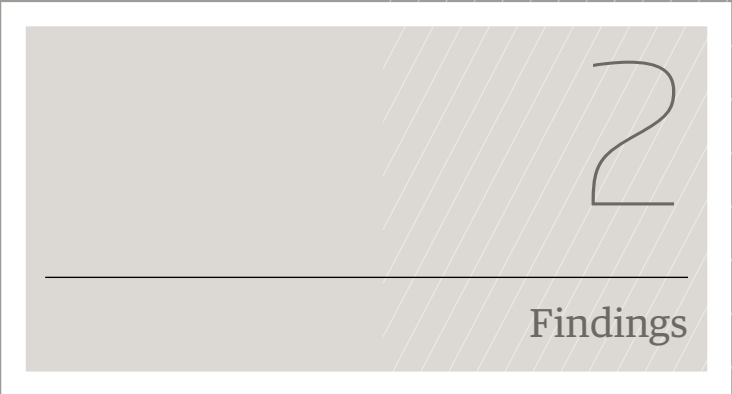
At the end of the visits to the project field sites the evaluation team spent three days in Port of Spain completing further interviews and discussions with stakeholders to refine or confirm initial on-site findings. The team presented the preliminary findings for discussions and comments at a workshop held in Port of Spain. The team then returned home and the evaluation report was finalized from home-base.

As foreseen, a number of people who had been involved with activities associated with the implementation of the NAS activities had been transferred to other Government institution's or had taken employment elsewhere, but with the assistance of the Ministry of Agriculture's Planning Division all these people were traced and interviewed. This report is structured in accordance with the outline annexed to the Terms of Reference. An Executive Summary at the beginning of this report summarizes the main findings and recommendations of the evaluation, after which Section 1 gives a description of the country context, the Budget Support Programme and the evaluation. The evaluation findings are presented in detail for each of the standard OECD DAC evaluation criteria in Section 2, and the strategy and activities in the field of visibility, information and communication are discussed briefly in Section 3. Finally, Section



4 outlines the conclusions and recommendations derived from the findings. The final report is submitted both electronically and in the form of 50 booklets and 150 USB sticks.

A mini-documentary video (15 minutes in length) was also produced, summarizing the goals and major achievements of EU support under the programmes. The video was produced to inform the general public mainly in the EU and in the beneficiary country of the value of the AMSP programme.





2 FINDINGS

2.1 RELEVANCE AND QUALITY OF DESIGN

The relevance criterion concerns the extent to which the objectives of the programme were consistent with beneficiaries' requirements, country needs, global priorities and partners' and EC's policies.

2.1.1 Problems and Intervention Logic

The Programme Financing Agreements contain little in terms of the specific definition of the problems that are to be addressed, although it is implicit that they are intended to mitigate the adverse economic, social and environmental impacts of the Government's decision to disengage from sugar cultivation and close the country's state owned sugar manufacturing company, Caroni (1975) Limited, and subsequently end all subsidies to the sugar industry the end of 2007.

The overall goal of the NAS is to contribute to the realization of priorities established in Vision 2020, the Draft National Strategic Plan to become a developed nation by the year 2020. These priorities are: to create an environment of competitiveness, innovative people, a caring society and improved government. It is a sector policy document which is incorporated in the National Development Policy.

The NAS comprises three strategic or specific objectives:

Strategic Objective 1: To enhance competitiveness of a private sector-led sugar cane sector on a sustainable basis.

- a. Facilitate informed sugar related decision making;
- b. Facilitate private sector led investment in the industry; and
- c. Support technological options for use of the sugar cane plant that leverage T&T's comparative advantage.

Strategic Objective 2: To promote economic diversification of sugar dependent areas.

- a. Exit strategy for sugar farmers;
- b. Improve the enabling environment for economic diversification.

Strategic Objective 3: Address broader impacts generated by the adaptation process related to social, environmental, community and area-based issues.

- a. Maintain environmental stability;
- b. Provide sustainable social and economic support related to the socio-economic effects of transitioning out of the industry.

The EU supported the Government's strategy through the Accompanying Measures for Sugar Protocol Countries (AMSP) with allocated funding of €75 million over the implementation period 2007 to 2016. The EU response strategy directly supported Strategic Objectives 2 and 3, of the NAS, assisting in the diversification of the economy from sugar to other productive sectors, and mitigating the adverse socio economic and environmental impacts of the restructuring. These were the specific objectives stipulated in each of the four annual budget support programme FA's. As the sugar industry was almost completely divested by the beginning of 2013, the 2011-2013 Accompanying Measures programme shifted its focus to support the Governments objective of national food security and economic diversification, as outlined in the Ministry of Agriculture's National Food Production Action Plan 2012 - 2015, which intended to reduce the food import bill, reduce inflation primarily driven by food prices, create sustainable productive employment and contribute to the diversification of the economy. The plan focused on six commodity groups, namely staples, vegetables, legumes and pulses, fruits, livestock and aquaculture with the target to achieve a greater degree of self-sufficiency for each of these commodities.

Consequently substantial EU resources were committed to more targeted measures to improve the enabling environment for economic diversification, such as assistance for rural infrastructure in former cane-growing areas, including access roads, bridges and irrigation systems. The programme also aimed at



diversifying to economic activities other than agriculture on former sugar lands, such as tourism, and another objective was the protection of the environment.

The results and their indicators of achievements for the release of the variable tranches for each of the Financing Agreements were specific, measurable, attributable, realistic and time bound (SMART).

The 2007 AAP contained the following result indicators:

- (i) a consensus on the indicators for the following 3 years;
- (ii) an incentive package including financial compensation as well assistance such as training etc. for the management of the impact of the NAS on sugar farmers approved by government;
- (iii) a training needs assessment and training plan established;
- (iv) a strategic environmental assessment undertaken; and
- (v) a baseline socio-economic survey undertaken.

The 2008 AAP included the following four performance indicators:

- (i) completion of training programmes;
- (ii) conclusion of an action plan for agricultural access roads;
- (iii) review conclusions of the SEA with a view to establishing an Environmental Stability Plan for former Caroni lands;
- (iv) completion of compensation payments to former Caroni employees by June 2009;
- (v) purchase of annuities for all former Caroni employees; and
- (vi) compensation payments for more than 3,000 private farmers by June 2009.

The 2009 AAP had five indicators:

- (i) lease for two acre plots offered to 5000 former employees;
- (ii) access roads for 17 agricultural estates with relevant sub-divisions constructed;
- (iii) action plan to construct access roads on other estates identified;
- (iv) revised agricultural incentives programme adopted by Cabinet;
- (v) review of the conclusions of the Sustainable Environmental Assessment (SEA) in view of establishing an environmental stability programme for the former Caroni lands.

The AAP 2010 had four indicators:

- (i) four large scale farms established and under production;
- (ii) Environmental Stability Plan reviewed by the Environmental Management Authority (EMA);
- (iii) purchase of pension annuities for former employees completed; and
- (iv) action plan to combat praedial larceny adopted by Cabinet.

The 2011-2013 AMSP had the following indicators:

- (i) local Agricultural Production increased by 5% in year 1;
- (ii) Inclusion of Green Buffer Zones and Water Reservoirs on 70% of areas targeted for industrial and residential estates on Caroni Lands in year 1;
- (iii) 2000 acres of former Caroni Lands under agricultural production by year 2;
- (iv) local Agricultural Production increased by 10% in year 2; and
- (v) Integrated Water Management Plan establishing the Framework for drainage and irrigation systems for 70% of Caroni lands used for agricultural purposes in year 2.

The 2011-2013 Financing Agreement is not specific as to whether "local" agricultural production (indicators (i) and (iv)) refers to agricultural production from the former Caroni Lands. Consequently the data provided to report on the performance of this indicator related to national food crop production for the periods in question. The Socio-Economic Baseline Report did not contain agricultural production data, and the Central Statistical Office (CSO) crop production data is not collected or reported for the former Sugar Related Areas, so it is unfortunately not possible to assess changes in agricultural production levels in these specific areas.



The Logical Framework in the FA's provide an appropriate vertical logic with results that can achieve the stated purpose and objective. The only assumption identified in the FA's concerns the government's continued commitment to the NAS objectives, which whilst realistic is in fact a killer assumption.

2.1.2 Government and EU Policy

Trinidad and Tobago's National Development Policy is outlined in the Medium-Term Policy Framework 2011-2014 (MTPF), which is currently being updated. It identifies agriculture and food security as the second of five priority growth pillars in the effort to achieve economic diversification. In addition, the Ministry of Agriculture prepared the "National Food Production Action Plan 2012 to 2015, and it provided a work plan that supports achieving the plan.

The NAS was consistent with four pillars of the Governments 2007 long term Strategic Plan and Vision 2020. The MTPF focused more on agricultural issues and self-sufficiency and, in consequence, it increased the relevance of the objectives of the NAS, since ex-Caroni lands represented about 40% of the arable lands available in the country capable of increasing the level of food production.

The EU support was completely aligned and relevant to both objectives 2 and 3 of the NAS and the objective of the National Food Production Action Plan, which is to increase and diversify agricultural production to promote the country's food security situation. This support is also in accordance with Article 17(1) of Regulation (EC) No 1906/2006, in particular with the objective of promoting diversification and addressing the anticipated social impact.

2.1.3 Stakeholder Consultations

Preparation of the NAS involved consultations with the country's sugar industry and with private and public sector entities throughout the assessment and strategic planning process. It drew on a wide range of reports and studies on the industry, on agriculture and on national economic development. The government also met with representatives of the wider economy and society including civil society to develop a clear understanding of issues and impacts that could emanate from an adaptation process.

2.1.4 Lessons Learned

A lesson learned by the EU from its experience of cooperation in Trinidad and Tobago is that, despite some successful projects, the general trend is of under-utilisation of project funds. This is attributed to the complexity of EDF procedures, to the implementation of a large number of small projects, and to human resources and institutional constraints within the administration. Considering the size of the AMSP funding allocated to Trinidad and Tobago, the Commission considered that Budget Support was the most appropriate instrument for delivering this aid.

2.1.5 Co-ordination Mechanisms

The NAS is implemented through a formal and well defined coordination mechanism with the EU being the only donor involved. A performance monitoring system was based on a coherent set of verifiable indicators with well-defined steps of the processes. It covers the AAP of the MIP 2007 to 2010, and the MIP 2011- 2013. An agreement on the indicators for the MIP's was a condition for the release of the variable tranches, and each of the set of indicators is clear and quantifiable.

2.1.6 Cross Cutting Issues

Environment and poverty reduction are directly targeted in the NAS while the gender impact of withdrawing from the sugar sector is analysed in the NAS, but no clear measures specifically targeting this question are defined. The Programme Financing Agreements have no risk management strategy and the only assumption identified, concerns government commitment. The country is divided in two main ethnic groups: the African descendants and the East-Indian descendants. The government is presenting a majority of African descendants whereas the agricultural sector comprises mainly of East-Indian



descendants. As a consequence the government decisions regarding the agricultural sector could be a source of tensions between the two groups. This sensitive question is not addressed in the NAS. The environmental question is addressed in the second objective of the NAS.

2.2 EFFECTIVENESS

The effectiveness criterion concerns how far the project's results were attained, and the project's specific objective(s) achieved, or are expected to be achieved.

2.2.1 Achievement of Programme Performance Indicators

The results detailed in each of the AAP FA's and the MIP FA relates directly to the performance indicators to be achieved for the release of each of the FA variable tranches. These specific indicators for each FA and the results achieved are outlined below.

AAP 2007

i) Consensus on the indicators for the following 3 years.

The indicators were agreed in 2009.

ii) Incentive Package for Cane Farmers Approved by Government

The Government, through a ministerial committee, negotiated an exit strategy from the sugar industry for the members of the sugar farming groups. Four groups agreed on the terms and conditions for the exit strategy. Trinidad Islandwide Cane Farmers' Association, the Cane Farmer's Association of Trinidad and Tobago, Direct Delivery Cane Farmers' Co-operative Society Limited, and The Sugarcane Farmers' Co-operative Society all signed agreements on 25th September 2007. The Cane Producers Association of Trinidad and Tobago, a small group of approximately 100 farmers did not execute the agreement.

iii) Training Needs Assessment Established

A training needs assessment was undertaken in 2003, before the AMSP.

iv) Strategic Environmental Assessment undertaken

The Strategic Environmental Assessment (SEA) was undertaken by EU financed consultants between January and May of 2009, and focused on the planned use of the 77,000 acres formerly in cane production and related activities. The assessment addressed all the key elements in the TOR, namely to provide stakeholders and decision-makers with an environmental baseline, as well as relevant recommendations which were to be used to mitigate the possible adverse impacts of the implementation of the NAS and to optimise the possible positive impacts. The draft performance indicators envisaged under the EC support to the NAS for 2008 - 2010, were assessed and revised from an environmental perspective, i.e. their usefulness to identify the environmental effects (positive and negative) of NAS implementation. Proposals were also made for the NAS environmental performance indicators and corresponding monitoring system. The main recommendations included to undertake an integrated water management plan, a climate change adaptation strategy and a socio-economic study. The government consequently established an Inter-Ministerial Working Group which discussed its findings and recommendations and how to implement them. Whilst the SEA formed the basis for the formulation of an approved Environmental Stability Action Plan, this plan was never implemented and it is not clear to what extent environmental issues were addressed in the development of the former Caroni Lands. Therefore, it is unlikely that this assessment has had any effect on subsequently maintaining environmental stability.

v) Baseline Socio-Economic Survey undertaken

During the latter part of 2009, a consultant was recruited under the TA component to assess the socio-economic conditions of the areas affected by the NAS through the analysis of existing data collected by the 2008/2009 Household Budget Survey (HBS), in order to elaborate socio-economic baseline information for Sugar Related Areas, and also to propose improvements to the data collection system employed by the Central Statistical Office for monitoring the progress in NAS implementation. However, it is not clear why this assignment was undertaken, given that the baseline report itself states that the coherence and reliability of the HBS 2009 for the purpose of poverty measurement and socioeconomic



baseline of the SRA is only limited, as the main goal of this survey to collect data on household expenditure and prices and not socioeconomic variables. It concludes that HBS was not designed for the purpose of a Socioeconomic Baseline. The report does not contain any concrete recommendations for improvements in data collection procedures to enable the monitoring of NAS implementation. Consequently it cannot be considered to have provided the solutions required in the TOR to improve data collection or provide adequate information on levels of poverty in the sugar related areas.

AAP 2008

i) Completion of Training Programmes

An extensive training programme took place during the period 2003-2007, for former daily and monthly paid employees. A total of 70 different institutions and organisations delivered training courses in various technical, vocational and agricultural subjects. A total number 2,520 individuals had been trained and 3,367 training courses were delivered, as many trainees benefited from more than one course. The total cost of the training amounted to TT\$ 16.85 million (approximately €2.0 million at 2007 exchange rate). The levels of training were certified by industry and certain minimum industry standards were enforced for training beneficiaries.

ii) Conclusion of an Action Plan for agricultural access roads

The plan was concluded in 2010.

iii) Review conclusions of the SEA with a view to establishing an Environmental Stability Plan for former Caroni lands

This performance indicator was carried forward and included in the 2009 AAP.

iv) Completion of compensation payments and purchase of annuities for all former Caroni employees

Phase I and II of the disengagement phase were completed before the AMSP with the Voluntary Separation of Employment Plans (VSEP) of 8,855 Caroni employees, paying termination benefits for more than TT\$ 741 million. By the end of 2009, Caroni had completed the whole settlement of its financial obligations at a cost of TT\$ 2,080 million including arrears of salary, severance and pension arrangements.

v) Compensation payments for more than 3,000 private farmers by June 2009.

Between January 2008 and June 2010, a total of 3,481 sugarcane farmers were paid an amount of TT\$ 82.1 million to support the farmers to restructure their agricultural activities subsequent to the exit of the sugar operations.

AAP 2009

i) Leases for two acre plots offered to 5000 former employees

Under the 2003 Voluntary Separation and Employment Package offer, 7,246 beneficiaries were allocated 2 acres plots on 17 agricultural estates. At the end of 2011, only 167 leases had been delivered.

ii) Access roads for 17 agricultural estates with relevant sub-divisions constructed

The indicator does not specify the total length of the roads to have been constructed. The access road construction and rehabilitation has been an on-going process undertaken the Ministry of Agriculture's engineering Division. Between 2011 and the beginning of 2016 it had constructed/rehabilitated a total 73 km of access roads on the agricultural estates.

iii) Revised agricultural incentives programme adopted by Cabinet

The Ministry of Food Production launched in 2011 the revised "Agricultural Incentive Programme", to support the agricultural sector. Its intention was to improve the efficiency and productivity of the agricultural sector and to conserve the environment. The incentives are meant to support farmers to continue and expand their agricultural production and to encourage the new generation to enter the sector. The incentives offered are: financial support for vehicles, water for agriculture, land preparation, machinery & equipment, soil conservation, crops, protected agricultural systems, guaranteed prices, integrated pest management, post-harvest & marketing, livestock, agro processing, new farmers (youth in agriculture), security, soil amelioration, waste management, marine fisheries, and aquaculture.



Arrangements were made for former sugarcane farmers to become registered with the Ministry of Agriculture, Land and Fisheries to allow them to benefit from the incentives of the Agricultural Incentive Programme and to access the concessionary resources from the low interest window of the Agricultural Development Bank.

iv) Review of the conclusions of the Sustainable Environmental Assessment (SEA) in view of establishing an environmental stability programme for the former Caroni lands.

This indicator was again carried forward to the AAP 2010.

AAP 2010

i) Four large scale farms established and under production

Four mega farms were established in 2011, and were subsequently developed on 583 acres, three of which were producing sweet corn and peppers for processing while the other produced rice.

ii) Environmental Stability Plan reviewed by the Environmental Management Authority (EMA)

The Environment Authority reviewed an Environmental Stability Action Plan for the lands formerly under sugar production which was submitted to the Ministry of Agriculture, Lands and Agriculture in October 2012. The Environmental Stability Plan was approved by Cabinet Minute 1373 dated 16th May 2013. There were no funds ever budgeted for the Environmental Stability Plan and as such no progress was ever made concerning its implementation.

iii) Purchase of pension annuities for former employees completed

All pension annuities had been purchased and distributed between 2010 and September 2012.

iv) Action plan to combat praedial larceny adopted by Cabinet.

An Agricultural Rangers Squad (ARS) formed to address the perennial problem of praedial larceny, was commissioned in December 2009. A pilot project at Caroni established a Head Office in Brechin Castle, and purchased of equipment and vehicles and launched mobile patrols and investigations. A praedial larceny plan was subsequently approved by cabinet in 2013, and a praedial larceny squad was formed in August 2013. A total of five stations located at Carlsen Field, Centeno, Felicity, Usine and St. Madeleine, were manned by four sergeants, 12 corporals, and 60 constables.

MIP 2011-2013

i) Local Agricultural Production increased by 5% in year 1

The assessment of the percentage increase in food production submitted to the EUD by the Ministry of Agriculture, Land and Fisheries, established a baseline production figure for each of the main food crops based on the average production for 2009 and 2010, using the crop production figures generated by the Central Statistics Office, compared to the production estimate for 2012. This comparison gave an estimated increase in 2012 over the baseline figure of 10.2%.

ii) Inclusion of Green Buffer Zones and Water Reservoirs on 70% of areas targeted for industrial and residential estates on Caroni Lands in year 1

The inclusion of Green Buffer Zones and Water Reservoirs on 70% of areas targeted for industrial and residential estates on Caroni lands were achieved, and the first variable tranche was released at the end of 2014.

Water reservoirs were established as follows:

- New Ponds: 244
- Rehabilitation of existing ponds: 17
- Earthen embankments: 2 (Orange Grove and Caroni Village)

iii) 2,000 acres of former Caroni Lands under agricultural production by year 2

Caroni GREEN Limited was incorporated on 27th December 2013, as a wholly-owned State Enterprise under the Companies Act 1995 of Trinidad and Tobago. Caroni Green had 169 acres of land at several



plots in the Union East and Mon Jaloux areas. As at 31st March 2015, Caroni Green Limited had a total of 168 acres under production.

The Commercial Large Farms Programme (CLFP) is an initiative of the Ministry of Food Production wherein the State partners with the private sector to establish a number of Large Commercial Agricultural Farms (≥ 100 acres) on State lands at various locations throughout the country. The Ministry of Agriculture, Land and Fisheries reported that a total of 961 acres of large farm production had been recorded as at 30th May 2015. However, they included two large farms in their calculation that were not on former Caroni land, namely PCS Nitrogen, and Caribbean Chemicals (Tucker valley), which cover a total of 115 acres. So the actual total amounted to 856 acres and not the 961 acres that was reported.

There were 18 agricultural sites allocated for the development of 8,322 two acre plots for former Caroni employees. The MOA reported that there had been limited cultivation in many areas due to delays in the preparation and distribution of leases. Other challenges identified were poor access to some of the plots and lack of availability of water sources. Consequently the Ministry reported that only 1,112 acres were under cultivation by mid-2015.

Therefore total acreage of former Caroni lands under cultivation by mid-2015 was 2,126, and not 2,241 as reported.

iv) Local Agricultural Production increased by 10% in year 2

There was a reported increase in agricultural production of the major food crops of 27.9% between the baseline average production level and the production recorded in 2013. The previous comments on the selection of the baseline production years mentioned above also apply to this estimate.

v) Integrated Water Management Plan (IWMP) establishing the Framework for drainage and irrigation systems for 70% of Caroni lands used for agricultural purposes in year 2.

The Engineering Division of the Ministry of Agriculture, Lands and Fisheries completed the Integrated Water Management Plan (IWMP) and submitted it to the Permanent Secretary in Ministry of Food Production on 17th August 2015, and it was subsequently approved. The IWMP plans to bring the total area allocated to the 2 acre plots at 18 sites under active production, at a total estimated cost of TT\$ 958 million and have been projected to be implemented within a fourteen year timeframe. The implementation of these 18 IWMP site plans, have been phased based on the priority level assigned each project site. An IWRM Coordinating and Facilitation Committee and sub committees have not yet been established and a Monitoring and Evaluation System for the IWRM Plan has not yet been developed or implemented.

All the indicators for the release of the fixed and variable tranches were satisfied, and all funds were released within the validity period of the various agreements.

2.2.2 Current Status of Achievements

Residential Service Lots

Lease delivery to the 8,855 former workers depended on the completion of 30 residential sites' infrastructure development and statutory approvals.

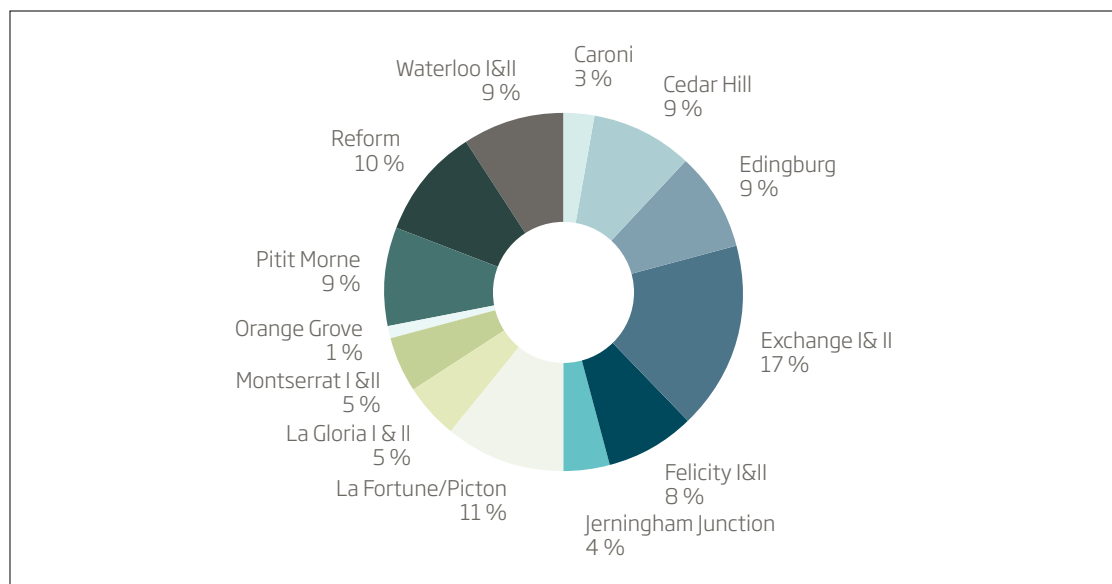
A total of 16 residential sites have been completed and supplied with electricity, asphalt roads, and sewage systems. A total of 4,098 leases have been executed and registered and 3,822 have been collected. A large number of houses are now under construction and many have been completed in some areas. A total of 14 residential sites have not yet been completed and 4,757 leases have still to be executed, registered and delivered.

Agricultural Lots

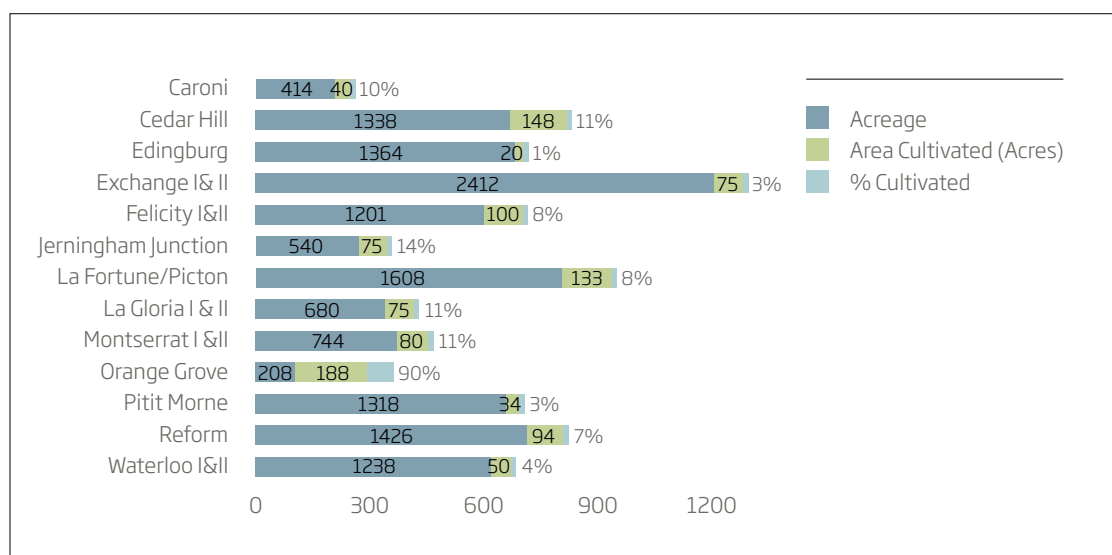
To date of the total 7,246 planned leases 5,846 applications were received and 3,854 have so far been processed and delivered.

**Figure 1:**

Caroni 2-Acre Plots - 14,491 Acres
 Percentage of TOTAL Land Area by Location
 (Data Source: NAMDEVCO)

**Figure 2:**

Caroni 2-Acre Plots - 14,491 Acres
 Acreage Cultivated by Location
 (Data Source: NAMDEVCO)



Very few of the two acre plots are being cultivated. NAMDEVCO data collected in October 2015, shows that from the 7,246 holdings or 14,492 acres allocated plots distributed in 17 different locations, only about 1,192 acres or 8% were being cultivated.

The percentage of plots being cultivated varied by location, from 90% in Orange Grove, which had the fewest plots, to only 1% in Edinburgh (Figure 2). The level of cultivation was affected by both physical and technical characteristics. The following are some of the key constraints and challenges voiced by the recipients of two acre plots during their meetings with the consultants:

- (i) Absence of Irrigation.
- (ii) Heavy Clay Soils that prone to flooding.



- (iii) Need to provide and or improve critical infrastructure such as access roads and drainage.
- (iv) Absence of effective support with respect to farm business planning and financing, and a need for training and advisory services.
- (v) Absence of Critical Marketing Infrastructure & Support, such as the need to establish packing houses and buying centres in each area as well to organize the marketing arrangements for farmers.
- (vi) The plots are often located far from the households.
- (vii) Many recipients are now too old to be engaged in farming.
- (viii) It is difficult to obtain significant credit with the current land tenure arrangements with the Agriculture Development Bank (ADB).
- (ix) Praedial Larceny problem, exacerbated by inability to construct a building on 2 acre plot.
- (x) Lack of extension support.

Mega Farms

A number of the large scale farms now seem to be cultivating less land than was reported by the Ministry of Agriculture, Land and Fisheries in 2013, which stated that each farm had its entire land area under cultivation. The large farms visited by the consultants were cultivating only about 50% of their total area. For example the Edinburgh farm manager reported that of the total area of 60 acres, only 35 acres was currently under production. The Two Brothers farm at Orange Grove appeared to be cultivating only 30 of its 100 acres, and the Picton Evergreen Ranch appeared to have no livestock, and Caroni Green is reportedly utilising only 75 of its 168 acres.

Industrial Parks

The industrial estates to be developed on former Caroni (1975) Ltd. properties are under the management of the Ministry of Trade and Industry (MOTI) for light industry and the Ministry of Energy for heavy industry. The Ministry of Trade and Industry has been charged with the development of light industrial estate properties and Evolving Technologies and Enterprise Development Company Limited (ETeck), a parastatal organization functioning under MOTI, manages the development and operation of these light industrial parks. These estates were to have been used for light industrial purposes, such as welding, manufacture of parts for auto bodies, food processing, product assembly, and even small-scale recycling. The tenants were to be responsible for obtaining all permits for building from the relevant authorities. E-Teck will maintain responsibility for commonly used infrastructure, water and drainage. Currently the four ETeck industrial areas that were developed in Arouca, Caroni, Piarcó and California are still empty.

Land Tenancy Regularisation Project

Caroni was required to provide standard agricultural leases to those 4,400 registered private sugar cane farmers who had tenancies on 11,892 acres of Caroni land as well as those who were squatting on other Caroni lands. In 2009 Caroni embarked on Phase I of the project, which involved collection and verification of tenancy data and the development of an updated tenancy database. By 2012 a total of 3,595 tenants on 10,370 acres had been verified, and 1,950 squatters had been identified. Most of the plots were found to be uncultivated. A new Squatters Regularisation Bill was passed in June 2015, which changed the date in the old law where people who had illegally occupied state lands up to January 1998 were entitled to be regularised, to June 2014.

Performance of Agricultural Sector

The government's 2015 Review of the Economy concluded that there was a decline in the production for all root crops with the exception of eddoes. The weaker estimate for root crop production was attributed to a lack of access to markets, pests, competition from imported root crops, unfavourable weather conditions and adverse climate change. Rice production increased only 0.8% between 2014 and 2015, despite the Ministry of Agriculture, Lands and Fisheries efforts to boost rice output, due to the late arrival and distribution of imported rice seed, and a water supply shortfall caused by unseasonably low rainfall. Dairy milk production is estimated to have declined by 19.2%, and beef and veal production is estimated to have decreased 63.9%. Cocoa bean production is estimated to have fallen by 50.5% due to unsuitable weather conditions, a decline in the number of active cocoa farmers, labour shortages, and the lack of infrastructural development in some growing areas. Cocoa exports are also estimated to have declined due to the loss of some international markets and the exit of private farmers from the industry.



There was a substantial increase in agricultural production during the years after the end of sugar production until 2013, when it subsequently began to decline. According to the Review of the Economy 2016 by the Ministry of Finance and Economy, total agricultural production declined by 2.1% from 2013 to 2016. After the 1.2% expansion achieved in 2015, the 2016 Review of the Economy is forecasting a contraction of 6.0% for the Agricultural total production in 2016. Domestic Agriculture is estimated to decline by 9.3% in 2016, its worst performance since 2010. This has been due to a shortage of semi-skilled and skilled agricultural labour, due to the availability of alternative employment opportunities and also a shortage of rainfall during the first three months of the year. However, robust positive growth is expected in the smaller Export Agriculture sub-sector, which is expected to rebound strongly in 2016 with growth of 76.8%, after declining by 3.4% in 2015.

As a result, the Agriculture sector is projected to account for 0.4% of Trinidad and Tobago's real GDP in 2016, a level it has maintained since 2012. Government is still behind on the targeted contribution of the sector to national GDP and employment, and food price inflation increased to 5.1% during the first 6 months of 2016, compared to a decline of 1.2% for the same period in 2015, although food price inflation has declined since 2011 when it stood at 10.5%.

Employment

Employment for the entire agricultural sector remained at 22,000 persons during 2010-2016, i.e. 4% of total employment. The unemployment rate which has shown a steady decline since 2010 from 5.9% to 3.4% in 2015 is projected to increase slightly to 3.8% in 2016.

Enhanced Competitiveness of a Private Sector-led Sugar Cane Sector

Following the closure of Caroni two sugarcane farmers invested in small sugar factories, one at St Madalena which closed in 2006, and another in Barrakpore which closed in 2015. Currently there is no sugar production, and all the sugar required for the production of rum is in fact imported

2.3 Efficiency

The efficiency criterion concerns how well the various activities transformed the available resources into the intended results, in terms of quantity, quality and timeliness and compared to plans.

2.3.1 Budget

The total cost of the four AAP's and the MAP amounted to €75,013,161, comprising €72,743,161 of sector budget support, €1,660,000 for technical assistance and €610,000 for visibility, audits and evaluations.

The budget for the 2007 allocation was divided as follows: a fixed tranche of €2.2m to be delivered upon verification of the general condition of stability oriented macro-economic policies, existence of a sector policy/recruiting of the Head of the Programme Management Unit and a PFM reform process; a variable tranche of €3.260m to be delivered upon achievement of the performance indicators.

The budget for the 2008 Annual Action Plan (AAP) totalled €9.974m, with a fixed tranche of €3.774m and variable tranche of €6.0m to be delivered upon verification of the performance indicators.

The 2009 AAP had a total cost of €10.764m, with a fixed tranche of €2.014m and a variable tranche of €6.4m with TA (€0.2m) and visibility/audit/evaluation (€0.150m). The programme had five indicators for the release of the variable tranches.

The AAP 2010 had a total cost of €16.551m with a fixed tranche of €6.171m, a variable of €9.8m, complementary assistance of €0.580m, comprising TA (€0.560m) and visibility/audit/evaluation amounting to €0.020m. The programme had four indicators for the release of the variable tranches.

The 2011-2013 AMSP had a total cost of €31.724m with a fixed tranche of €15.124m and two variable tranches of €8.000m each payable in 2014 and 2015, TA (€0.100m) and visibility/audit/evaluation amounting to €0.300m. It had five indicators related to the release of the variable tranches.



The total amount committed for budget support was completely disbursed in a number of fixed and variable tranche payments between 2009 and 2016. A total of €1,066,299 (64%) of the funds committed for technical assistance was disbursed, and €271,204 (44%) was disbursed on visibility actions, audits and evaluations.

The NAS was adopted by Cabinet in April 2008, which delayed the implementation of the AAP 2007, whose Financing Agreement (FA) was signed by the EC in December 2007, and only signed by the government in August 2008. The official request for the payment of the first fixed tranche of the 2007 allocation made in November 2008, but it was only disbursed in August 2009. The variable tranche was paid in early 2011, together with the fixed tranche and variable tranche for AAP 2008. The 2009 FA was executed 14/09/2010 with fixed and variable tranches disbursed in November 2011, together with the fixed tranche for AAP 2010. The 2010 variable tranche and the 2011-2013 MAP fixed tranche were paid in 2014, and the variable tranches were paid in 2014 and lastly in 2016.

It is clear that there were accumulated delays with the disbursements which were linked to the time taken to finalise and approve the rider to the 2007 AAP financing agreement, to changes of government and other factors related to clarification of data related to the achievement of certain indicators.

The sector budget support funds were deposited into the governments consolidated Fund in the Ministry of Finance which is used to finance various projects under the PSIP. Given that all the indicators for the release of the fixed and variable tranches were satisfied, and all funds were released within the validity period of the various agreements, it can be concluded that the budget support programmes were efficiently executed and managed.

A total of 64% of the technical assistance budget was utilised and 44% of the allocated budget was spent for visibility, audit and evaluations. The communications and visibility activities related to the AMSP programme were challenged by the controversy surrounding the compensation packages to cane farmers. A number of planned visibility initiatives had to be cancelled to avoid reigniting the controversy and negative media attention. Visibility is discussed in more detail in Section 3 of this report.

The estimates of the total amount spent in restructuring the sugar industry has reportedly amounted to more than TT\$ 8.5 billion.

Given that a number of activities related to the development of the former Caroni Lands were undertaken with consolidated development funds that covered other areas of the country, it is impossible to assign specific costs to some activities undertaken in former sugar areas. An example of this would be the Ministry of Agriculture's budget for improving rural access roads. However, many of the divestment and restructuring activities do have direct costs associated with them as detailed below:

Voluntary Separation and Employment Package Payments

The total amounts paid totalled TT\$ 2.08 billion to 8,855 former employees, which equates to almost TT\$ 235,000 per employee, seems to have been rather generous as it was considerably more than the average redundancy payment for most of Europe where it is usually equivalent to 2 years' salary.

Training Programme

The total cost amounted to TT\$ 16.85 million.

Sugar Cane Farmer Payments

The total payments amounted to TT\$ 82.1 million for 3,481 farmers or TT\$ 23,585 per farmer.

Residential Sites

The total cost of the infrastructure work for the 12 completed residential sites was TT\$ 934,142 and generated 4,890 residential service lots. The 14 incomplete residential sites are now estimated to cost TT\$ 4,059 billion, and will generate 6,780 residential service lots. The latest Caroni Ltd status report on the restructuring (September/October 2016), attributes the increase in costs as mainly being due to inadequate oversight and control on the part of EMBD.

Irrigation and Drainage

The Integrated Water Management Plan intends plans to bring the total area allocated to the 2 acre plots at 18 sites under active production, at a total estimated cost of TT\$ 958 million or TT\$ 132,000 per 2 acre site.

**Table 1**
 Accompanying Measures for Sugar Protocol Countries 2006-2016 (Trinidad and Tobago):
 Funds committed and disbursed

Commitments (€)						Disbursements(€)					Unspent(€)		
Year	Fixed	Variable	TA	Visibility/ Audit Evaluation	Total	Fixed	Variable	TA	Visibility/ Audit Evaluation	Total	TA	Visibility/ Audit Evaluation	Total
2006			106,740					106,740		106,740			
2007	2,200,000	3,260,000	400,000	140,000	6,000,000	2,200,000	3,260,000	249,999	99,188	5,809,187	150,001	40,813	190,813
2008	3,774,000	6,000,000	200,000	-	9,974,000	3,774,000	6,000,000	20,000		9,794,000	180,000		180,000
2009	4,014,000	6,400,000	200,000	150,000	10,764,000	4,014,000	6,400,000	180,204	30,450	10,624,654	19,796	119,550	139,346
2010	6,171,000	9,800,000	560,000	20,000	16,551,000	6,171,000	9,800,000	318,825		16,289,825	241,175	20,000	261,175
2011-2013	15,124,161	16,000,000	300,000	300,000	31,724,161	15,124,161	16,000,000	297,270	141,566	31,562,997	2,730	158,434	161,164
Total	31,283,161	41,460,000	1,660,000	610,000	75,013,161	31,283,161	41,460,000	1,066,299	271,204	74,080,664	593,701	338,796	932,497



2.3.2 Management

The AMSP has been implemented under a structure set up for the National Adaptation Strategy (NAS). In April 2008, responsibility for the NAS was transferred from the Ministry of Agriculture, Land and Marine Resources (MALMR) (now called the Ministry of Agriculture, Land and Fisheries) to the Ministry of Finance. For the period 2007-2010, Caroni, the entity in charge of the liquidation of Caroni (1975) Ltd. was responsible for monitoring the performance indicators (PIs) under the EU Grant Funding and other operational matters. A National Strategic Management Group (NSMG) in the Office of the Prime Minister, in charge of restructuring Caroni (1975) Ltd, provided oversight and acted as Programme Coordinating Unit (PCU) with support from a Technical Committee.

After July 2011, the NSMG was discontinued and Cabinet appointed a Ministerial Steering Committee which met for the first time in December 2011 to exercise monitoring oversight over the implementation of the TT/NAS with membership drawn from the Ministries of Agriculture, Finance, Planning Economy, Local Government, Community Development and Trade and Industry. The Committee met about 10 times per year, and it was chaired by the Permanent Secretary (PS) of the MOA. The EU Delegation participated in these meetings with a view of monitoring that the eligibility criteria for the budget support operations continued to be met and that the technical assistance provided was efficiently and effectively implemented. The agenda of these meetings appears to have been focused and there was reportedly sufficient follow-up of the points raised in them. In addition to the Steering Committee, two sub-committees were established with representatives from various line ministries and agencies, e.g. one on environmental issues and another one on the integrated water management plan. The outlined activities seem to have been coherent and realistic as regards deadlines and implementation.

At the field level, there were a number of agencies responsible for implementing the agricultural infrastructure projects (access roads, irrigation and drainage). The Ministry of Agriculture Engineering Division was responsible for overall project management, and for ensuring contractors completed the projects within budget. The EMBD was given responsibility for the construction of Caroni residential development sites, and also the development and maintenance of access roads to the 2-acre plots, and construction of other access roads. All contracts were awarded in accordance with government tender and contract procedures, and awarded based on best value for money basis. Agricultural access roads and residential sites were executed under fixed price contracts.

2.3.3 Monitoring

Initially Caroni Ltd was responsible for monitoring the implementation of the NAS indicators and it did submit regular status reports outlining progress in the process of divestment of the industry. The Ministry implementing the sector strategy, the Ministry of Agriculture, Land and Fisheries (MOA), was committed to the EU support programme and took ownership since 2008.

The AAP's 2007-2009, stipulated that regular progress reports should be submitted to the EUD outlining progress in the achievement of the NAS indicators. The 2010 AAP and the 2011-2013 MAP, subsequently specified that quarterly progress reports should be submitted to the EUD. The evaluation consultants were only able to access three such progress reports from the records available at the EUD, so it proved difficult to ascertain whether the requirements for quarterly reports were complied with. However, the minutes of the Steering committee meetings contained reports on the progress related to the achievement of the performance indicators and other information related to progress of NAS implementation, and it appears that these were used to effectively monitor the performance of the programmes. All stakeholders involved in the implementation of programme activities on the ground, that were interviewed by the evaluation team reported that staff from the Ministry of Agriculture Planning Division and from the EUD would make periodic site visits to monitor implementation of programme activities. However, there were no reports of any visits being undertaken by staff from the EDF office in the Ministry of Planning.



2.3.4 Aid Modality

A mid-term evaluation of all the EU's AMSP concluded that because Trinidad and Tobago's budget exhibits a substantial surplus and because the balance of payments is also in large surplus the government was able to finance from its own resources the expenses involved in the implementation of the NAS. It also concluded that providing budget support may be an inefficient and consequently ineffective manner of supporting the implementation of the NAS.

Whilst this final evaluation concurs with the finding that the government has sufficient resources to finance the NAS given that the EU's contribution amounts to only 5% of the total cost, it does not agree that budget support is an ineffective or inefficient method of aid delivery, as it gave the Delegation a stronger leverage than project aid towards conducting a strategic policy dialogue with the partner government on both on the implementation of sector policy and on the implementation of the NAS, in addition to dialogue related to the PFM reform programme. The sector budget support resulted in a reduction of transaction costs for both the EU and the government, as work related to programme estimates and the application of all EU procurement procedures involving supervision and other transaction costs are avoided.

The Strategic Environmental Assessment identified the need for access to water for agricultural purposes and the need for an integrated water and irrigation management plan. This is one example of the EU support programme's added value to the Government's divestment strategies. Studies under the EU-funded TA component and their recommendations and findings have contributed to improving the quality of the policy dialogue with government and therefore the overall quality of relevant policies implemented by government. They have given concrete guidance on how to improve the programme's implementation and integrate environmental and water management issues into the decision making process.

The policy dialogue also included private sector stakeholders, where the EU's role was of high importance in a politically sensitive programme. Some TA was also used to improve communication on the restructuring process and ensure the EU's visibility. The Government has invested considerable funds in the restructuring of the sector. The EU's assistance has also contributed to improved sector coordination and monitoring of the activities with the establishment of an Inter-Ministerial Committee and technical working groups.

The consultants consider the budget allocated to technical assistance to be appropriate given that a total of eleven framework service contracts were awarded in support of government and non-government institutions involved in the implementation of the economic diversification programme.

2.3.5 Technical Assistance

In addition to the Strategic Environmental Impact Assessment and the Socio-Economic Baseline Study financed from the TA budget line, which were undertaken in compliance with the AAP 2007 performance indicators the following TA assignments were also financed under the Programmes.

Water Management and Irrigation Assessment and Development of the Felicity Site, Central Trinidad

Consultants were recruited to undertake an assignment between mid-May and mid-September 2013, with the objective of identifying options for irrigated agriculture for the Felicity Agricultural site. The Project Area consists of 1,300 acres in the former sugar lands of Caroni Ltd. The consultants collected data in the field of irrigation, hydrology, hydrogeology, meteorology, soils, and water quality, and environmental, socio-economic, and policy data were also incorporated into the assessment. The assessment recommended a preferred option and designs for irrigation and drainage infrastructure was prepared, including contract and tender documents.

It appears that the government did not concur with two of the recommendations made in the report, namely (i) use of water from Clay quarry sites at Longdenville and (ii) water stored at the sandpits, as



these were thought to be impractical, as they would have required quarrying to stop, which it not feasible as the quarry supplies clay for brick making and sand pits for the construction industry.

Support to the Statistical Unit of the Ministry of Food Production.

The Ministry of Agriculture, Fisheries and Land assessed its training needs and the capacity building required for the Statistics Unit to collate and report on agricultural statistics data related to production of the major crops. In 2014, under the TA component, support was provided to the unit to ensure the timely and accurate delivery of data. The assignment had the specific objectives of populating the database with agriculture data from 2003 to 2013, providing training to the members of the Unit, Central Statistics Office (CSO) and agencies in the agricultural sector on data processing and evaluation, including techniques such as forecasting and regression analysis using the SPSS Statistical Packages.

After the departure of the consultants it was discovered that the data set they had populated did not accurately correspond to the data that they had been provided with by the CSO, and it was therefore considered unsuitable for reporting and projecting production data, until it was checked and repopulated.

The evaluation team were informed that the database had not yet been checked and updated with the correct information, as the unit currently has only one assistant statistical officer, who does not have the required expertise to validate the information or operate the software. The former statistician who received the database training was subsequently transferred to the CSO, and has not yet been replaced.

Unless the database is activated and utilised the TA support provided at a total cost of almost €152,000, cannot be considered as having produced results that could be considered value for money.

TA in the Conduct of a Market Based Survey for Pesticide Residues on Agricultural Produce in Trinidad and Tobago

Farmers are not aware about the safe use of pesticides and the correct dosage or maximum number of treatments that they should respect to avoid excessive amount of residues at harvest or at the consumption level. There are no Maximum Residue Limits for Pesticide (MRLs) or related standards for pesticide residues on agricultural produce, and consequently produce exported from Trinidad and Tobago have violated international standards of maximum residue levels.

The Ministry of Health-Chemistry/Food and Drugs Division (CFDD), who is responsible for the pesticide management in the country was provided with technical assistance and training in early 2016 to establish the basis of a "National Monitoring Programme" for pesticide residues on agricultural produce, and the capacity to test for the amount of residues in a national laboratory. Technical assistance was also provided to the CFDD in the design and conduct of a National Action Plan (NAP) for pesticides on agricultural produce.

The TA and training provided was rated as excellent by the Director of the CFDD, and all the recommendations were considered essential to establishing the required standards and monitoring and testing of produce to ensure standards are complied with. These recommendations, which the CFDD still plan to implement, include finalisation and implementation of the Action Plan, provision of up-to-date instrumentation and equipment for the CFDD laboratory for the analysis of pesticides, revision of the current legislation to include MRL's, design an Official Pesticide Residue Monitoring programme using the methodology presented with the trainings, ensuring the proper functioning of the laboratory, including meeting all health and safety requirements, and finalizing the work required to obtain accreditation of the laboratory.

Given the high quality of the TA and the training provided, and that the CFDD remains fully committed to implement all the recommendations and establish a National Monitoring System, this TA can be considered as having provided the appropriate solutions and capacity building required in accordance with the terms of reference.



Technical Assistance for Training of Micro and Small Enterprises in Trinidad and Tobago in International Quality Standards

In 2014 technical assistance to 34 key service providers and agro processors was provided in the areas of business and standard attainment.

A total of 14 training sessions were delivered on food quality, safety standards and related issues, including:

- Food legislation, national, regional and international, especially FSMA and EU;
- Food law;
- Food safety standards notably private voluntary standards;
- International standards such as ISO 22000, ISO 22001, FSSC 22000, BRC, IFS, SQF;
- Labelling standards (especially EU and U.S. standards);
- Identification of appropriate food processing technology;
- Market strategies for local, regional and international market penetration.

Workshops on all topics were conducted both in both Trinidad and Tobago, and skills gap-analysis of selected agro-processors was also undertaken. The training received by the trainees was assessed and the results of the assessments were positive. A vast majority of the trainees (94%) assessed the workshop as good to excellent especially the usefulness of information, delivery of the subject materials, the facilitators' knowledge and interactions were highly appreciated.

The technical assistance recommended the government to establish a single national food safety authority as previously recommended by an independent study and already implemented by all CARICOM Member States. They also recommended to undertake a thorough review of the legislative framework regarding agriculture, fisheries, food safety and standards; and re-activate the Food Advisory Committee and ensure the Food Safety Act is enforced, in order to control and monitor all food processing.

The Director of the Enterprise Development Division in the Ministry of Labour considered the technical assistance and the training provided to have been of high quality which resulted in the development of local capacities of the service providers.

Action Plan for Improving PFM

At the end of 2009 a consultant was recruited to undertake the preparation of an Action Plan for improving Public Financial Management (PFM) covering the period 2009-2014. The Plan clearly identified PFM areas that could be improved and proposed specific corrective actions. However, it is beyond the scope of the current evaluation to assess which of these measures were subsequently implemented.

Repeat and Sectoral Public Expenditure and Financial Accountability (PEFA) Assessment

Consultants were recruited to undertake the assessments to support the analysis on the PFM conditionality pertaining to budget support operations, and to facilitate dialogue to support the improvement of PFM performance in the lead line ministries receiving sector budget support from the EU. The assessment was completed in December 2013.

Technical Assistance to Co-ordinate, Monitor and Report on the NAS Performance Indicators

A consultant based at Caroni (salary paid by Caroni and €30,000 from the EU) was recruited for almost 2 years from February 2012, to assist help in coordinating the development initiatives associated with the NAS, to ensure that all performance indicators were met on time manner and to ensure all reports on the progress of the Performance Indicators were submitted in a timely manner. Given that the variable tranches were paid under the MAP 2011-2013, it can be concluded that the TA delivered the results that were required under the contract.

Communication and Visibility for the European Commission in Trinidad and Tobago

Five communication consultancy contracts were awarded to and implemented by local public relations companies between 2010 and 2016 to increase visibility, media coverage, transparency accuracy and public awareness of all EU-funded activities under the AMSP programme as well as other EU-funded



activities in Trinidad and Tobago, as appropriate. The activities included influencing and monitoring media coverage of EU issues; leveraging suitable events to promote AMSP and the EU; improving EU visibility in partner events and materials; and producing visibility materials.

The budget line for visibility was originally supposed to focus on raising awareness of the AMSP but was expanded beyond AMSP to direct attention towards the other work of the EU in Trinidad and Tobago, which had been largely unknown. This is because promoting AMSP reignited the controversy and negative media attention surrounding the erroneous claim by some cane farmers, that the entire support package had been pledged to them as compensation, and was therefore counterproductive.

2.4 IMPACT

With government's renewed emphasis on agriculture and food security, the sector's contribution to GDP (less than 1% to date) was expected to increase in the medium term. In this regard, the contribution of the Sector Policy Budget Support (SPSP) to the NAS objectives of economic diversification and sustainability are not particularly significant in terms of the level of budgetary support. Whilst since the SPSP represents currently a third of the total cost of the 7 year NAS (2007-2013) which totalled €222,150,000, it only represents less than 5% of the total government spending since 2003, when it was decided to restructure the industry.

The SPSP is, however, significant in the leverage it was able to exercise through the implementation of the TA studies and support and the critical policy dialogue, as the SPSP contributed to the improved quality of the results generated. EC support has made government ownership more effective and sustainable and public and government pronouncements in parliamentary statements affirm this commitment. The Strategic Environmental Assessment financed under the SPSP pointed to a number of consequences, both intended and unintended, which resulted from the decision to exit from sugar production. The main recommendations included an integrated water management plan, a climate change adaptation strategy and a socio-economic assessment focussing on labour availability. It also highlighted the importance of access road construction to agricultural diversification, irrigation and flood control and has reinforced the government's capacity to implement measures to introduce other forms of agricultural pursuits which could contribute to reducing the country's food import bill.

Ex-Caroni lands represent about 40% of the arable lands available in the country capable of increasing food production. Given that the total acreage of former Caroni lands under cultivation by mid-2015 was only 2,126 acres, and appeared less than this at the time of the evaluation, the impact in terms of increasing national food production has fallen far short of its potential for the reasons outlined in the section of effectiveness. This failure to increase domestic food production is demonstrated by the forecast for the Agriculture sector in 2016, which estimates a 6.0% decline in production, from the 1.2 % expansion achieved during calendar 2015.

Both praedial larceny and illegal logging have been major agricultural concerns creating major disincentives to investment in agriculture and forestry. Farmers in Trinidad have consistently ranked praedial larceny high on their lists of problems affecting the viability of agriculture production. This concern continues in spite of the legislative, communal and legal enforcement policing efforts.

The impact of the Sector Policy/National Adaptation Strategy and the Government Restructuring Programme in terms of economic re-absorption of former employees and farmers as well as poverty reduction and economic diversification were to have been addressed through major incentive programmes to encourage production of other foods, major training programmes providing economic opportunities in other areas based on emerging demands for skilled workers, the pursuit of self-employment and accompanying residential accommodation. The extensive training programme that was undertaken between 2003-2007 by 78 different training institutions for approximately 2,500 farmers and former employees, had a significant impact on their ability to find alternative employment or engage in their own business enterprises, including both on-farm and off-farm activities, as demonstrated by the fact that the unemployment rates following the restructuring exercise continued to decline.

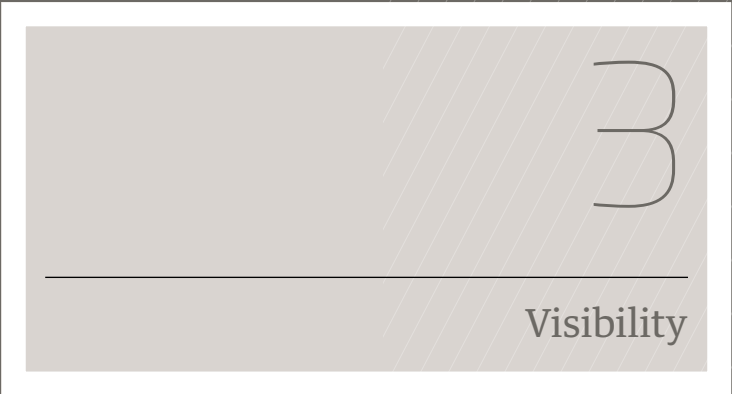


2.5 SUSTAINABILITY

The sustainability criterion relates to whether the positive outcomes of the programme and the flow of benefits are likely to continue after external funding ends.

Available sources of funding for the NAS until its completion were guaranteed by the commitment of the government. It remains committed to allocating the remaining residential and agricultural leases and has placed an even greater commitment to increasing food production and food security while recognising the importance of increased competitiveness of the economy and economic diversification to overall economic sustainability and growth in the longer term. Additionally, a series of measures have been advanced to support sector objectives, including water management programmes, irrigation and flood control, engagement of praedial larceny squads, and other legislative and policy changes to ensure continued benefits from implementation of the sector programme. The government and, in particular, the Ministry of Agriculture, Lands and Fisheries, related institutions, such as the Forestry Division and the Estate Management and Business Development (EMBD), appear to have sufficient capacity to implement the responsibilities under their programmes.

In the 2016 budget speech the government emphasised its commitment enhancing public sector investment and encouraging private investment in agriculture, in particular agro-technology and the creation and modernisation of agri-business infrastructure. Security of land tenure has now been given high priority and lands are to be delivered with access roads, drainage and irrigation systems. The Agricultural Development Bank will also be adequately resourced to allow farmers readily-accessible credit.





3 VISIBILITY

Between 2010 and 2016 five consultancy contracts were awarded to and implemented by local media/ PR companies under the AMSP programme. Implemented activities focused on increasing visibility, media coverage, transparency accuracy and public awareness of the AMSP programme and other EU-funded activities in Trinidad and Tobago, as appropriate.

Communications and visibility activities related to AMSP were challenged throughout the programme by the public controversy surrounding an erroneous claim by some cane farmers (non-Caroni employees) that the entire support package had been pledged to them as compensation. Activities implemented under the five communication consultancies aimed to tackle the controversy by raising awareness/ understanding of the AMSP programme and showcasing positive results. Promoting AMSP was, however, found to be counterproductive as it reignited the controversy, which in turn overshadowed the positive achievements of the programme in the media and deflected from the other contributions made by the EU in Trinidad and Tobago. The scope of visibility was therefore expanded beyond AMSP, directing attention towards the other work of the EU in Trinidad and Tobago, as this was largely unknown to the general public. As another way of raising awareness while avoiding the controversy related to AMSP, the communications and visibility efforts were also later reformulated to focus on agricultural diversification rather than mentioning AMSP.

In 2014 the Ministry of Food Production started working with the EU on a number of initiatives in the area of communication and public diplomacy, including:

- Development of a comprehensive communications strategy;
- Production of a mini-documentary about the AMSP programme and its impact. The documentary debuted during the European Film Festival 2015;
- Preparation of content on the programme placed on the Ministry's website;
- Development of ad-content for a public education/awareness programme for radio and print.

By the end of the programme a number of success stories related to agricultural diversification were available and captured by the last communications and visibility consultancy in the form of short videos, articles and other materials. The EU has used these to communicate the results achieved under the programme.

Related to the decision to minimize visibility activities related to AMSP, none of the project sites visited by the evaluation mission, including the heritage Museum, had visibility signboards publicising any contribution from the EU.

4

Conclusions and recommendations



4 CONCLUSIONS AND RECOMMENDATIONS

4.1 CONCLUSIONS

Relevance

- The EU support was completely aligned and relevant to both objectives 2 and 3 of the National Adaptation Strategy (NAS) and the objective of the National Food Production Action Plan to increase and diversify agricultural production to promote the country's food security situation.
- The Logical Framework in the FA's provide an appropriate vertical logic with results that can achieve both the stated purpose and specific objectives.
- The NAS is implemented through a formal and well defined coordination mechanism with the EU being the only donor involved. A performance monitoring system was based on a coherent set of verifiable indicators with well-defined steps of the processes.

Effectiveness

- A total of 14 residential sites have not yet been completed under the Governments Restructuring Programme and 4,757 leases have still to be executed, registered and delivered.
- To date of the total 7,246 planned agricultural leases, 5,846 applications were received and 3,854 have so far been processed and delivered. Very few of the two acre plots are currently being cultivated.
- Also a number of the large scale farms under the Caroni Special Land Delivery Programme seem to be cultivating less land than they were reportedly cultivating by the Ministry of Agriculture, Land and Fisheries in 2013.
- The technical, vocational and agricultural training programmes undertaken for the former Caroni employees appears to have been successful in enabling them to find employment, as levels of unemployment have fallen steadily from 5.9% in 2010 to 3.4% in 2015, although they are projected to increase slightly to 3.8% in 2016.

Efficiency

- All the indicators for the release of the fixed and variable tranches under the SPSP's were satisfied, and all funds were released within the validity period of the various agreements, therefore it can be concluded that the budget support programmes were efficiently executed and managed.
- A total of 64% of the SPSP technical assistance budget was utilised, and 44% of the allocated budget was spent for visibility, audit and evaluations as a number of planned visibility initiatives had to be cancelled due to a claim by certain cane farmers that the full grant funding of EUR 72 million was to be given to them in compensation. Promoting the progress achieved under the sugar programme was found counterproductive since it reignited this controversy and resulted in protests and negative publicity.
- The former Caroni employees received very generous separation packages under the Government's Voluntary Separation of Employment Package, which is considerably more than the average redundancy payment paid for most of Europe, where it is usually equivalent to 2 years' salary. The cost for completing the 14 residential sites has increased significantly due mainly to inadequate oversight and control on the part of the Estate Management and Business Development Company (EMBD).
- The provision of TA support under the SPSP has produced mixed results. Whilst the Strategic Environmental Assessment (SEA) formed the basis for the formulation of an approved Environmental Stability Action Plan, this plan was never implemented and it is not clear to what extent environmental issues were addressed in the development of the former Caroni Lands. The Socioeconomic Baseline Study did not provide solutions required in the TOR, to improve data collection or provide adequate information on levels of poverty in the sugar related areas. The Water Management and Irrigation Assessment and Development of the Felicity Agricultural Site, did not subsequently result in any irrigation and drainage works being constructed at the site, and the Support to the Statistical Unit of the Ministry of Food Production did not result in the Ministry collating or reporting on agricultural production data. The TA and the training provided to the CFDD to establish a National Monitoring System for Pesticide Residues on Agricultural Produce can be considered as having provided the appropriate solutions and capacity building required.



Impact

- The contribution of the SPSP to the NAS objectives of economic diversification and sustainability are not particularly significant in terms of the level of budgetary support. Whilst the SPSP represents a third of the total cost of the 7 year NAS (2007-2013) which totalled €222,150,000, it only represents less than 5% of the total government spending since 2003, when it was decided to restructure the industry. Rather the impact of EU support lies in enhancing the quality of the measures undertaken by the government, as the EU's assistance has contributed to improved sector coordination and monitoring of the activities with the establishment of an Inter-Ministerial Committee and technical working groups.
- The extensive training programme that was undertaken between 2003-2007 by 78 different training institutions for approximately 2,500 farmers and former employees had a significant impact on their ability to find alternative employment or engage in their own business enterprises, including both on-farm and off-farm activities, as demonstrated by the fact that the unemployment rates following the restructuring exercise continued to decline.
- The revised incentive programme, the reinforcement of the praedial larceny squad, and the regularization of agricultural leases were all expected to have had a positive impact on food production. There was a substantial increase in total agricultural production during the years after the end of sugar production until 2013, but afterwards the trend has been negative. According to the 2016 Review of the Economy, total agricultural production declined by 2.1% from 2013 to 2016. Given that the establishment of commercial large farms have not yet come into full scale production and the 2 acres lots are hardly utilised, the 2016 Review of the Economy is forecasting a contraction of 6.0% for total Agricultural production in 2016, which is a downturn from the 1.2 % expansion achieved during 2015. Domestic Agriculture is estimated to decline by 9.3% in 2016, its worst performance since 2010. This has been due to a shortage of semi-skilled and skilled agricultural labour, due to the availability of alternative employment opportunities and also a shortage of rainfall during the first three months of the year. However, robust positive growth is expected in the smaller Export Agriculture sub-sector, which is expected to rebound strongly in 2016 with growth of 76.8%, after declining by 3.4% in 2015.

Sustainability

- Security of agricultural land tenure is being given high priority by Government and lands are to be delivered with access roads, drainage and irrigation systems.

The five budget support programmes were efficiently managed, and each of the indicators for the release of the fixed and variable tranches under each programme were satisfied, and all funds were released within the validity period of the agreements. However, the Government has still to deliver on two of its commitments in the Voluntary Separation and Employment Package negotiated with the Workers Union in 2003, namely the delivery of residential service lots and 2 acre agricultural plots to all beneficiaries. The significance of EU support lies in it enhancing the quality of the measures undertaken by the government. The SPSP has had significant leverage through the implementation of the TA studies, technical support and the critical policy dialogue, as the SPSP contributed to the improved quality of the results generated. EC support has made government ownership of the NAS more effective and sustainable.

4.2 RECOMMENDATIONS

- EMBD should give priority to completing the 14 unfinished residential sites processing the 4,757 leases have still to be executed, registered and delivered.
- CARONI should process the balance of the 2 acre plot lease applications (1,969) that have been received but not yet processed or delivered.
- Government should evaluate options for promoting the consolidation of the 2 acre plots into larger more viable farms, where no cultivation has yet taken place. It is anticipated that the recent removal of the time bound restrictions on marketing the agricultural plots will result in enhanced levels of cultivation.
- Caroni Green Limited (CGL) should focus on the establishment of partnerships between the public/state sector and private sector interests, and to providing guidance to the farmers on effective agronomic practices to optimise production in addition to marketing support. Caroni Green as a state-



owned limited liability company, which is under the oversight of its Board of Directors and which reports to the Ministry of Agriculture Land and Fisheries. It receives public sector funding for its operations, and it is currently awaiting the release of funds for the forthcoming financial year.

- The Environmental Management Authority (EMA) should refine, refocus and prioritise the activities outlined in the Caroni Environmental Stability Action Plan and ensure that the Technical Sub-Committee is established to oversee its implementation.
- The Commissioner of State lands should consider undertaking a new GIS mapping exercise of the Caroni lands to update the existing spatial database of registered tenants or occupants which contain information on plot location, acreage, land status and land use that was prepared by Caroni in 2012. GIS mapping provides for better geographic information record-keeping (e.g. water availability, flood prone areas, soil characteristics, crops grown, pest and disease outbreaks etc.). It also provides a framework for conceptualizing, understanding and prescribing remedial actions, and it allows for continuity in management when there are frequent staff changes.
- The regularisation of the Caroni squatters should now be given priority given that they are the most productive farmers in the area, and a formalised land tenure which is now possible following the new Squatters Regularisation Bill passed in June 2015, as this will give them the opportunity to formalise and expand their production and marketing capacities.
- Government should continue to advance the Commercial Large Farms Programme (CLFP) with the aim of increasing domestic food production and improving food security and correcting the institutional and infrastructural shortcomings within the agricultural sector, which include the need to create an appropriate unified structure and governance arrangement for all the state agencies responsible for agriculture to accelerate the construction and maintenance of access roads, drainage and irrigation systems, to upgrade, expand and modernize wholesale markets and to improve compensation to farmers for losses from natural disasters.
- Government should review and update the designs for irrigation and drainage infrastructure that were prepared by the consultants for the Felicity Irrigation Site, including the contract and tender documents, with a view to implementing them in the future. Similarly government should proceed with the implementation of all the recommendations in the Market Based Survey for Pesticide Residues on Agricultural Produce, that are essential to monitor and test produce so as to ensure compliance with international standards.

Annexes



ANNEX 1: EVALUATION REPORT SUMMARY IN STANDARD DAC FORMAT

Evaluation of the European Union (EU) Budget Support Programmes Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013 (Specific Contract No. 2016/375506)

Abstract

The evaluation was undertaken to conduct an independent assessment of the performance of the AMSP sector budget support programmes programme and its components, in Trinidad and Tobago, particularly with respect to the impact and sustainability of the projects undertaken.

Subject of the Evaluation

The EU allocated funding of €75 million under the Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013. The funds were to be used to support diversification away from sugar into other value-added agricultural production and to reduce the social, economic and environmental impacts of the restructuring process.

Evaluation Description

The purpose of the evaluation was to conduct an overall independent assessment of the performance of the AMSP budget support programmes focusing mainly on sector results, namely satisfactory progress in the implementation of the National Sugar Adaptation Strategy (NAS).

A combination of methodological approaches was utilised including a document review, stakeholder interviews and field work in order to balance the beneficiaries' perceptions of benefits received and the stakeholder's perspectives of outputs delivered or results achieved.

Main Findings

The EU support was completely aligned and relevant to both objectives 2 and 3 of the NAS and the objective of the National Food Production Action Plan, which is to increase and diversify agricultural production to promote the country's food security situation.

All the performance indicators for the release of the fixed and variable tranches were satisfied, and all funds were released within the validity period of the various agreements. Therefore, it can be concluded that the budget support programmes were efficiently executed and managed.

The extensive training programme that was undertaken by government between 2003-2007, for approximately 2,520 former sugar industry employees, had a significant positive impact on their ability to find alternative employment or engage in their own business enterprises, as demonstrated by the fact that the unemployment rates following the restructuring exercise continued to decline.

The EC support has made government ownership more effective and sustainable and public and government pronouncements in parliamentary statements have confirmed this commitment.

Government is still behind on the targeted contribution of the agricultural sector to national GDP and employment, and food price inflation increased to 5.1% during the first 6 months of 2016, compared to a decline of 1.2% for the same period in 2015. However, it has recently made an even greater commitment to increasing food production and food security, increasing competitiveness and economic diversification to promote overall economic sustainability and growth in the longer term.

Recommendations

- Priority should give priority to completing the 14 unfinished residential sites, processing the 8,855 leases have still to be executed, registered and delivered. In addition the balance of the 2 acre plot lease applications (1,969) that have been received should be processed as soon as possible.



- Options should be investigated for promoting the consolidation of the 2 acre plots into larger more viable farms, where no cultivation has yet taken place.
- The regularisation of the squatters should now be given priority given that they are the most productive farmers in the area following the new Squatters Regularisation Bill passed in June 2015.
- Government should continue to advance the Commercial Large Farms Programme (CLFP) with the aim of increasing domestic food production and improving food security and correcting the institutional and infrastructural shortcomings within the agricultural sector.
- The Environmental Management Authority (EMA) should refine, refocus and prioritise the activities outlined in the Caroni Environmental Stability Action Plan and ensure that the Technical Sub-Committee is established to oversee its implementation.
- Focus should be placed on the establishment of partnerships between the public/state sector and private sector interests, and to providing guidance to the farmers on effective agronomic practices to optimise production in addition to marketing support.

Feedback

(5 lines/lignes max)

Donor: European Commission	Region: Latin America and the Caribbean	DAC sector : Agricultural development
Evaluation type: Final Evaluation	Date of report: 24/02/2017	Subject of evaluation : The EU Budget Support Programmes "Accompanying Measures for Sugar Protocol (AMSP) Countries, Trinidad and Tobago 2007-2013"
Language : English	N° vol./pages : 56 pages	Author : Mr John Sykes (NIRAS) Dr. Govind Seepersad (IBF)
Programme and budget line concerned : Accompanying Measures for Sugar Protocol (AMSP) Countries Trinidad and Tobago 2007-2013		
Type of evaluation : () ex ante (x) intermediate / ongoing () ex post		
Timing : Start date : 17/10/20116 Completion date : 24/02/2017		
Contact person : Delegation of the European Union to Trinidad and Tobago		Authors : Mr John Sykes (NIRAS) Dr. Govind Seepersad (IBF)
Cost : Euro		Steering group : Yes/No



ANNEX 2: EVALUATION METHODOLOGY

The evaluators utilized a combination of methodological approaches including a document review, stakeholder interviews and field work in order to balance the beneficiaries' perceptions of benefits received and the stakeholder's perspectives of outputs delivered or results achieved.

Following the home based Inception Phase, when the team accessed and reviewed all relevant programme and project documentation, the Field Phase commenced with a briefing session at the EU Delegation (EUD) in the Port of Spain attended by the Evaluation Team, and relevant EUD staff. The team then conducted interviews and discussions with Port of Spain based stakeholders involved in the project, including the National Authorising Officer (NAO), the Ministries of Agriculture, Land and Fisheries, Ministry of Planning and Development, Ministry of Finance, and the University of West Indies.

This was followed by the further collection and analysis of documentation and data not available during the Inception Phase, and a rapid appraisal and impact evaluation of activities conducted during field visits over a period of 2 weeks to representative project field sites in the districts and discussions with local stakeholders and beneficiaries. This phase included visits and interviews with farmers, farmer associations, estates, and other relevant district authorities and companies (including, Estate Management and Business Development Co. Ltd, Ministry of Agriculture, Land and Fisheries, the Environmental Management Authority, NAMDEVCO, Caroni 1975 Ltd, Caroni Green Ltd) to assess all the interventions aimed at upgrading infrastructure for irrigation and drainage of agricultural lands, improving water management, rehabilitation of rural access roads, diversifying agricultural production, enhancing marketing capacities for agricultural products, and the creation of employment in the former sugar dependent areas by the establishment of a Sugar Heritage Museum. At the end of the visits to the project field sites the evaluation team spent 3 days in Port of Spain completing further interviews and discussions with stakeholders to refine or confirm initial on-site findings.



Evaluation Questions

Criteria	Questions
Relevance Design: quality and relevance	<p>Were the objectives of the EU Budget Support Programmes Accompanying Measures for Sugar Protocol (AMSP) consistent with the objectives of the National Sugar Adaptation Strategy, the National Food Production Action Plan and EC policies?</p> <p>Did the stated objectives correctly address the identified problems and social needs of the beneficiaries?</p>
Effectiveness Extent to which the development intervention's results and objectives were achieved, or are expected to be achieved.	<p>Have all the planned benefits relating to divesting of the industry and economic diversification been delivered and received as planned under each of the budget support programmes.</p> <p>Were any shortcomings due to the failure to take account of cross cutting issues such as gender, environment and poverty during implementation?</p>
Efficiency Extent to which the various activities have transformed the available resources into the intended results in terms of quantity, quality and timeliness.	<p>Were the programme activities adequately managed, including the quality of information management and reporting, and the extent to which key stakeholders were kept adequately informed of project activities and progress.</p> <p>How well did the technical assistance provide appropriate and useful solutions?</p> <p>Was the monitoring of the programme results and indicators accurate and appropriate?</p>
Impact Extent to which the overall objective has been achieved.	<p>Have the planned indicators for the overall objective been achieved.</p> <p>Has the programme contributed to economic and social development and poverty reduction?</p>
Sustainability Extent to which the benefits from the development intervention continue after termination of the external intervention.	<p>Are the services being provided affordable for the beneficiaries and is enough funding available to cover all costs (including recurrent costs) in the future.</p>



ANNEX 3: REVISED LOGFRAME TRINIDAD & TOBAGO MIP 2011-2013

Objective	Indicator	Source of Information/ Means of Verification	Assumptions and Risks	Year to be Achieved
Strategic Objective 1.1: Exit strategies for Sugar Farmers and Sugar Cane Workers who leave the industry				
	1000 two acre plots of ex- Caroni Workers under agricultural production	Ministry of Food Production, Land and Marine Affairs	Assumptions: Overall conducive policy including: 1. Incentives sufficiently attractive to encourage productive endeavours 2. Infrastructure will be sufficiently in place to promote cultivation Risks: 1. Lack of an overall conducive policy 2. Lack of demand for produce 3. Non-availability of market intelligence to farmers 4. Lack of adequate extension and training programmes	2013
	Information tool providing market information on supply and demand for crops locally and interna- tionally and business facilitation	Ministry of Food Production, Land and Marine Affairs (MFPLMA) National Agricultural Marketing and Develop- ment Corporation (NAMDEVCO)	Assumption: 1. The tool will be fully developed, user-friendly, appropriately promoted and readily available 2. Promotion of Agribusi- ness entrepreneurship demonstrated through establishment of 2 commercial entities Risk: 1. Lack of policy and institutional framework- inclusive of funding, technical capability	2013



Objective	Indicator	Source of Information/ Means of Verification	Assumptions and Risks	Year to be Achieved
Strategic Objective 1.2: Improved macro- economic, business facilitation and regula- tory frameworks closely aligned with Trinidad and Tobago's economic diversifica- tion objective				
	Elaboration of an Integrat- ed Water Management Plan for Caroni Lands inclusive of Waste Water management	Ministry of Food Production, Land and Marine Affairs (MFPLMA) WASA EMA Ministry of Housing and Environment	Assumption: 1. Establishment of the policy framework for drafting of a master plan for water and waste water management in conformi- ty with the recommenda- tions of the Strategic Environmental Assess- ment Risk: 1. Lack of co-ordinated Institutional Support among relevant agencies	2012
	Establishment of Irriga- tion and Drainage systems on 70% of 2 acre plots under cultivation and leased to ex-Caroni Workers	Ministry of Food Production, Land and Marine Affairs Ministry of Works and Transport	Assumptions: 1. Establishment of the policy framework 2. Agreement concluded with farmers associations on the cost for the water use Risk:	2013



Objective	Indicator	Source of Information/ Means of Verification	Assumptions and Risks	Year to be Achieved
Strategic Objective 1.2: Improved macro-economic, business facilitation and regulatory frameworks closely aligned with Trinidad and Tobago's economic diversification objective (cont'd)				
	Development of a Strategic Plan to promote Agro Tourism	Ministry of Food Production, Land and Marine Affairs (MFPLMA) Ministry of Tourism	Assumption: 1. Consultation process with Community Stakeholders would provide basis for the Strategic Plan Risk: 1. Support from rural communities may not be forthcoming	2012
	Establishment of a Sugar Museum	Ministry of Food Production, Land and Marine Affairs (MFPLMA) Ministry of Arts and Multiculturalism Ministry of Tourism TDC	Assumption: 1. Cabinet approval for the Project forthcoming Risk: Feasibility study not conclusive	2012



Objective	Indicator	Source of Information/ Means of Verification	Assumptions and Risks	Year to be Achieved
Strategic Objective 2.1: Maintaining Environmental Stability on former Sugar lands				
	Biodiversity Surveys of all Caroni (1975) Ltd. properties for future Baseline references conducted	EMA	Assumptions: 1. The Bio Diversity Monitoring System for Trinidad and Tobago would be completed in time. Information from this Study would be integral for completion of the Biodiversity of Caroni Lands. 2. The Forest Cover Mapping Project would also be completed in time Risk: Delays in the Bio Diversity Monitoring System study	2013
	Implementation of Green Buffer Zones and Water Reservoirs in areas targeted for industrial and residential estates on Caroni Lands	Ministry Housing and Environment Ministry of Food Production, Land and Marine Affairs (MFPLMA)	Assumptions: 1. Respect of land use as agreed by relevant policy, vigilance/surveillance in place to protect designated areas 2. Legal/Judicial systems working to effect enforcement re penalties, etc.	2013



ANNEX 4: LIST OF DOCUMENTS CONSULTED

The following key documents were reviewed during the Inception Phase:

- The Ministry of Food production, Land and Marine Affairs National Food Production Action Plan 2012-2015.
- Accompanying Measures for Sugar Protocol Countries Trinidad and Tobago Assessing the Sector Policy Eligibility Period May 2014 – October 2015.
- Status of Implementation of the Multiannual Indicative Programme 2011 to 2013 under the National Adaptation Strategy for the Sugar Industry in Trinidad and Tobago, Progress Report No 3, August 2015, Ministry of Food Production.
- Trinidad and Tobago Country Strategy Paper and National Indicative Programme 2008-2013.
- Trinidad and Tobago Country Strategy Paper and National Indicative Programme 2014-2020.
- Evaluation, monitoring and project management of the Accompanying Measures for Sugar Protocol Countries in Trinidad and Tobago, PERSADGITTENS, 2013.
- Financing Agreement 2007 sector budget support programme under the framework of accompanying measures for sugar protocol countries.
- Financing Agreement 2008 sector budget support programme under the framework of accompanying measures for sugar protocol countries.
- Financing Agreement 2009 sector budget support programme under the framework of Accompanying Measures for Sugar Protocol Countries.
- Financing Agreement 2010 sector budget support programme under the framework of Accompanying Measures for Sugar Protocol Countries.
- Financing Agreement Accompanying Measures for Sugar Protocol Countries, Trinidad and Tobago 2011- 2013.
- Finalising the Sugar Adaptation Strategy for Trinidad and Tobago, March 2007, Cardno Agrisystems.
- Support to the Statistical Unit of the Ministry of Food Production, Final Report, 2014, DFC Consult.
- Technical Assistance for Training of Micro and Small Enterprises in Trinidad And Tobago In International Quality Standards, Final Report, January 2014, Cowiconsult.
- EU Multiannual Indicative Programme for the Period 2011-2013 under the Accompanying Measures for Sugar Protocol Countries, Trinidad And Tobago.
- Limited Repeat and Sectoral PEFA 2013, Trinidad and Tobago, Final Report, January 2014, ACE.
- TRINIDAD & TOBAGO, Action Plan for Improving PFM (APIPFM) (Final draft – March 26, 2010).
- Report For A Public Relations Communication Campaign For The European Union Submitted By Mango Media, April 2016.
- Final Report on General Communications Strategy, EU Visibility for Accompanying Measures for Sugar Protocol Countries Trinidad and Tobago April 2014 - March 2015, SWF and Co.
- Report on General Communications Strategy & Indicative Work Plan, Final Report, September 2013, Colthrust PR.
- Final Report on Communications Strategy and Implementation, November 2012, sightFACTORY.
- Final Report, Communication and Visibility Activities for the European Union Delegation in Trinidad and Tobago, August 2011, Colthrust PR.
- Strategic Environmental Assessment (SEA) of the Implementation of the National Sugar Adaptation Strategy for Trinidad & Tobago, 2009, NIRAS.
- Socioeconomic Baseline of the Sugar Related Areas in the framework of the National Sugar Adaptation Strategy, Trinidad and Tobago, Final Report, March 2010, ARS Progetti.
- Technical Assistance in the Conduct of a Market Basket Survey for Pesticide Residues on Agricultural Produce in Trinidad And Tobago, March 2016, Cowiconsult.
- Water Management and Irrigation Assessment and Development Final Report, September 2013, HTSPE.
- Shaping a Brighter Future – A Blueprint for Transformation and Growth. Review of the Economy 2016, Government of the Republic of Trinidad and Tobago.



ANNEX 5: LIST OF PERSONS CONSULTED

Name	Title	Organisation
Arend Biesebroek	Ambassador/Head Delegation	EUD
Christof Stock	Head of Cooperation	EUD
Ulrich Thiessen	International Programme Adviser	EUD
Lydga Mohammed	Secretary to Operations	EUD
Karen Sheppard	Press and Information Officer	EUD
Joanne Deoraj	Permanent Secretary	Ministry of Planning and Development
Beena Ramkissoon	Agricultural Planning Officer II	Ministry of Agriculture, Land and Fisheries
Marion Lewis	Assistant Programme Co-ordinator	EDF Unit, Ministry of Planning
Kevin Singh	Chief Executive Officer	Caroni (1975) Ltd
Russell Boland	Team Leader	Caroni (1975) Ltd
Sharma Lalla	Chief Executive Officer	Caroni Green Ltd
Rea Holford	Corporate Secretary	Caroni Green Ltd
Dinesh Goolcharan	Farm Operations Co-ordinator	Caroni Green Ltd
Perry Jones	Farm Manager	Caribbean Chemicals and Agencies Ltd, Edinburgh Mega-Farm
Sheryl Ramroop	Agricultural Officer	Ministry of Agriculture Land and Fisheries, Country Caroni Office, Chaguanas
Tristan Bhoncharan	Agricultural Assistant 1	Ministry of Agriculture Land and Fisheries, Country Caroni Office, Chaguanas, Felicity District
Fazir Ali	Agricultural Extension Aid	Ministry of Agriculture Land and Fisheries, Country Caroni Office, Chaguanas, Felicity District
Lennox Ramjattan	Agricultural Assistant 1	Ministry of Agriculture Land and Fisheries, Country Caroni Office, Chaguanas, Jerningham Junction Estate
Gabrial Balgobin	2 acre plot recipient farmer	Felicity
Sohan Ragoonanan	2 acre plot recipient farmer	Felicity
Amrit Singh	Large farmer	Felicity
Kimraj Singh	President Felicity Farmers Association. Large scale farmer	Felicity
Frankie Balkisson	Director Agriculture	Land and Water Management Development Unit, MOA, Centeno
Mala Powdhar	Agricultural Engineer	Land and Water Management Development Unit, Ministry of Agriculture Land and Fisheries, Centeno



Name	Title	Organisation
Samantha Ramlal	Agricultural Assistant I	Land and Water Management Development Unit, Ministry of Agriculture Land and Fisheries, Centeno
Champa Maharaj	Agricultural Assistant III	Land and Water Management Development Unit, Ministry of Agriculture Land and Fisheries, Centeno
Adrian Mc Carthy	Director (Ag)	Chemistry Food and Drug Division, Ministry of Health
Wendyann Ramrattan	Assistant Director	Food and Drugs Division, Ministry of Health
Paula Drakes,	Commissioner of State Lands,	Ministry of Agriculture, Land and Fisheries.
Seunkeran Tambie	General Secretary	Cane Producers Association of Trinidad and Tobago.
Ernest Tambie	Farmer	Cane Producers Association of Trinidad and Tobago.
Seunarme Rampersad	Farmer	Cane Producers Association of Trinidad and Tobago.
Dipchan Lal	Former Chairman	Cane Farmers Association of Trinidad and Tobago.
Balram Ramdiel,	Chairman	Direct Delivery Co-operative Society.
Maniram Ramjattan	Former large private cane farmer	San Fernando
Paula Drakes	Commissioner of State Lands	Ministry of Agriculture, Land and Fisheries.
Nigel Grimes	Former large farm co-ordinator	Ministry of Agriculture, Land and Fisheries.
Jerry Hospedales	Adviser, Divestment Secretariat	Ministry of Finance.
Vanessa Ash	Former statistician,	Ministry of Agriculture, Land and Fisheries.
Shameen Mohammed	Clerical Assistant	Central Statistics Office.
Nigel Gopaul	Statistician	Central Statistics Office.
Bruce Spencer	Senior Statistician	Central Statistical Office
Candice Amoroso	Biodiversity Specialist	Ministry of Planning and Development
Krigaa Balramsingh	Economist	Ministry of Trade and Industry
Ashti Ragoonanan	Programme Officer	Ministry of Planning and Development
Ewan Headley	Communications Assistant	Ministry of Planning and Development
Brinsley Samaroo	Chairman, Sugar Museum Committee	The University of the West Indies, St Augustine Campus
Gaius Eudoxie	University Lecturer, Soil Scientist	The University of the West Indies, St Augustine Campus



Name	Title	Organisation
Michael Gordon	Manager	Enterprise Development Division, Ministry of labour and Small Enter- prise Development.
Elizabeth Sumadh	Research Officer	Environmental Management Authority
Nisha Ramsahai	Co-ordinator Strategy and Research	Environmental Management Authority
Candice Clarence	Executive Assistant	Environmental Management Authority



ANNEX 6: MAP OF PROJECT AREA





ANNEX 7: TECHNICAL ANNEXES

Table 2

Caroni 2-acre plots – Level of Cultivation, 2015 (Data Source: NAMDEVCO)

#	Location	No of 2-acre Parcels	Acreage	Area Cultivated (Acres)	% Cultivated
1	Caroni	207	414	40	10%
2	Cedar Hill	669	1338	148	11%
3	Edinburg	682	1364	20	1%
4	Exchange I& II	1206	2412	75	3%
5	Felicity I&II	601	1201	100	8%
6	Jerningham Junction	270	540	75	14%
7	La Fortune/Picton	804	1608	133	8%
8	La Gloria I & II	340	680	75	11%
9	Montserrat I & II	372	744	80	11%
10	Orange Grove	104	208	188	90%
11	Pitite Morne	659	1318	34	3%
12	Reform	713	1426	94	7%
13	Waterloo I&II	619	1238	50	4%
	Total		14491	1112	8%

Table 3

Large Farms Allocated to Corporate Business for Agriculture Development

Farm	Location	Challenges And Level Of Cultivation
Technology Farms Limited (vegetables) 250 acres.	Orange Grove Estate, Orange Grove	Lease ownership management challenges, subletting, 50% cultivation, vegetables, banana
Edinburgh Farms Limited (vegetables) 110 acres	Perseverance, Road Edinburgh	No all-season on-farm roads, limited water for irrigation, poor soils, 35 acres cultivated in 2016; maximum cultivation 60 ac; wildfires in dry season; labour
Two2 Brothers Corporation (Rice) 100 acres	Warren, Caroni	Inadequate water for irrigation
Evergreen Ranch Limited (Livestock, vegetables) 250 acres	Picton IV Picton Estate	No indication of occupancy

**Table 4**

Results Framework and Monitoring Matrix for IWRM Plan

IWRM Plan Outputs		Main Activities	Input Sections				Time Frame														Performance Indicators	
			E M	C F C	C F S C	E D	BY	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	YR 11	YR 12	YR 13	YR 14	
An imple- mentable IWRM plan for the Caroni 2 acre sites	1	Develop and obtain approval for IWRM plan	✓				✓															Approved IWRM plan by PS
	2	Form and obtain approval for Coordinating and Facilitation IWRM Committee	✓				✓															Approved Coordinating and Facilitation Committee (by Cabinet)
	3	Form IWRM Deployment sub Committees		✓				✓														IWRM Sub Committee formed • Lands • Farmer’s engagement • Researc & Extension • Infrastructure • Finance & Marketing • Monitoring & Evaluation
	4	Develop and Deploy an IWRM institutional reform, stregthening and Capacity Building plan for Lead Agency				✓		✓	✓	✓												Plan developed and deployed
	5	Explore and obtain innovative funding for IWRM in Agriculture			✓			✓	✓	✓												Funding obtained • PSIP • Recurrent Expenditure • Green Fund
	6	Develop a programme for M&E System for the IWRM Plan			✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	M&E system developed and deployed
	7	Implement Priority 1 Plans				✓		✓	✓	✓	✓											IWRM Plan in operation in 4 project sites
	8	Implement Priority 2 Plans				✓				✓	✓	✓	✓	✓								IWRM Plan in operation in 5 project sites
	9	Implement Priority 3 Plans				✓						✓	✓	✓	✓	✓	✓	✓				IWRM Plan in operation in 6 project sites
	10	Implement Priority 4 Plans				✓								✓	✓	✓	✓	✓	✓	✓		IWRM Plan in operation in 3 project sites. More preliminary works needed