

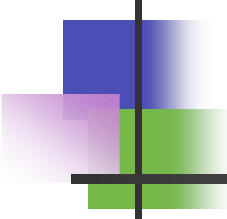
Gender and Social Integration Analysis
Turks and Caicos Islands, B.W.I.



Terrence Nylander, photograph

The Grand Turk Community Agriculture Project:
A Prescription for Capacity

Wendy R. Holm, P.Ag., The Holm Team, Bowen Island, BC



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My Background

- Resource Economist
- Policy Analyst
- CSR* Background (Boards)
- 6 years of International Experience (Cuba)

How do you marry private sector instincts and public policy objectives?

* Corporate Social Responsibility (VanCity Credit Union, Ethical Growth Funds)



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Of interest because presents case study in “raising the bar”

- Needs of community
- Capacity of Partner
- Good Process
- “Buy-in” all around

Opportunity to take Gender and Social Integration Analysis to a “higher level”.

Created a “fit” (partnership) between the project and the community that will underwrite project success.



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MY ASSUMPTIONS:

- CIDA INC: Leverage private sector capital and participation to deliver foreign policy objectives of Canadian government abroad.
- If there is the opportunity and capacity, there is also the responsibility.
- Brokering partnerships between private sector and community to deliver this will underwrite sustaining economics of project.
- At the outset - none of this is necessarily evident to private sector (different objectives).
- Gender and Social Integration Analysis an “independent” component (answerable to taxpayer - thru CIDA - not private sector partner).



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The model of engagement that was possible thru this project

- In some senses **unique** (same factors not necessarily in play in all projects).
- A good example of “**raising the bar**” (applying the same standard/expectations with respect to taxpayer money abroad that is embraced by Bilateral, NGO and University initiatives).
- Perhaps a case study of **relevance** to other projects.
- A message to the private sector that their interests and the interests of the community are **coincident**.

Gender and Social Integration Analysis

Turks and Caicos Islands, B.W.I.



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“ A fragile family of small islands of the Bahamian Archipelago, the Turks and Caicos Islands must devise strategies to augment self-sufficiency...”

Arlene Dixon, Director,
Department of Planning
Chief Minister's Office,
Government of Turks and Caicos
September 3, 2003

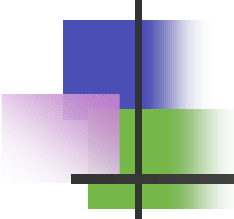
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Crisson Plantation

Roland Wahlgren, photograph

Wendy R. Holm, P.Ag., The Holm Team, Bowen Island, BC



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- POPULATION: under 23,000 scattered over eight (8) islands
- GOVERNMENT: once under Bahamas, now a British overseas territory
- ETHNICITY: Whites (20%) Belongers (40%) Haitians (40%)
- ECONOMY:
 - once salt, fishing, sponge, sisal, US Military
 - now offshore banking customs duties, indirect taxes and tourism
- AGRICULTURE: none to speak of (limited on North Caicos, 2.3% of land arable)
- FRESH WATER: none except rainfall (rely on reverse osmosis)
- FOOD SUPPLY: All food imported (family of 4 spends 58% of income on food; in Canada = 9.8%)
- DIET: highly-processed foods , high in salt, sugar and fat, low in fibre and nutrition
- HEALTH: Poor nutrition, obesity,(1 in 4 children under age of 5), high blood pressure, (hypertension), diabetes, strokes, heart attacks and cancers



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- Poverty
 - 26% residents are below poverty line
 - visible minorities represent 93% of poor
 - 54% poor are under 25, 50% of poor are Belongers
 - 41% of poor are under 15; 1 out of 3 seniors lives below poverty line

- Gender
 - Higher unemployment amongst women, esp. Haitian
 - Lack of access to family planning services and day care
 - Teenage mothers lack support and access to education
 - Men often control family finances, domestic violence
 - Glass ceiling in workplace

- Communities are disempowered. Youth is disillusioned.



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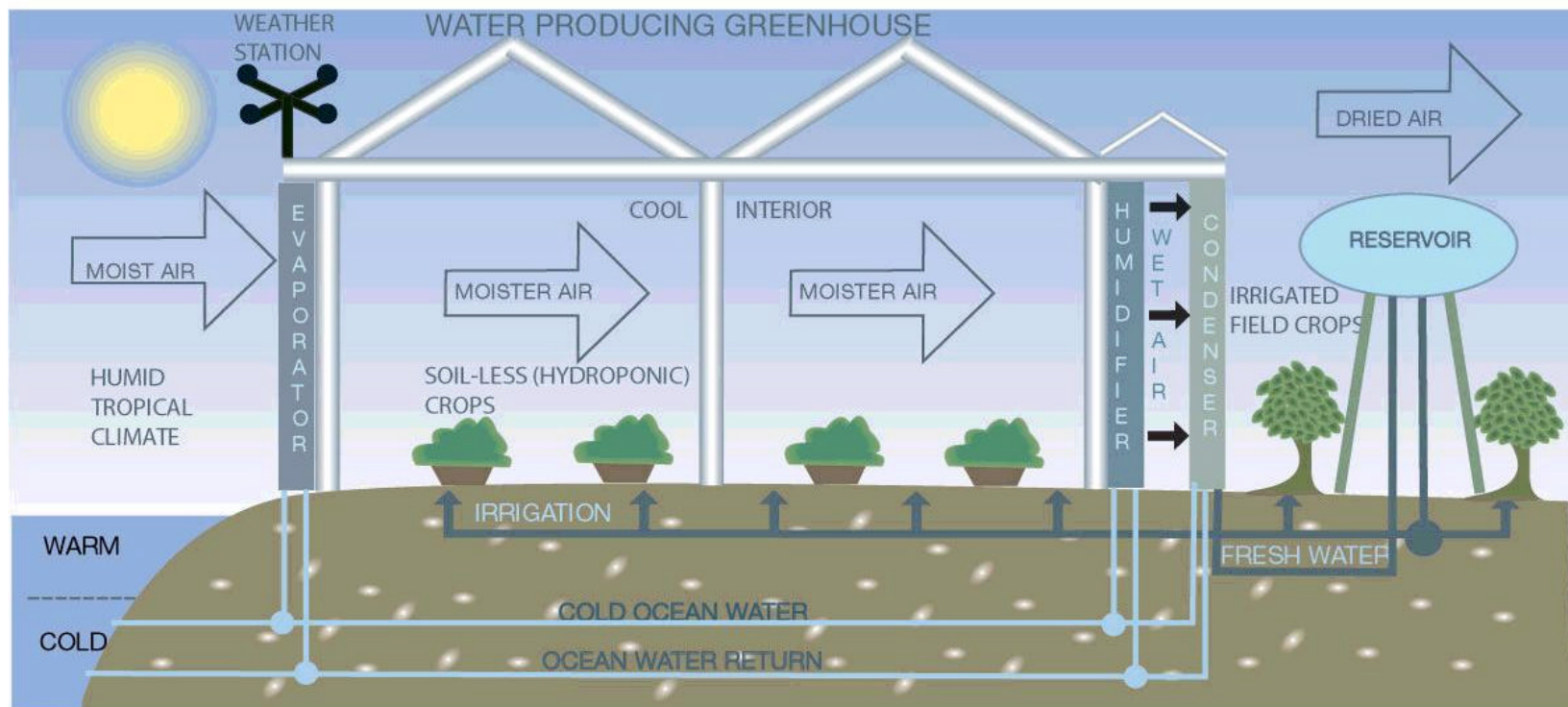
“ Our economy is at the moment a mono-economy highly dependent on imports and relying almost exclusively on a nascent tourism industry and offshore finance to pay the import bills and contribute to revenue support.

*“ Strategies for survivability include **self-sufficiency** and self-regeneration in key areas such as fuel, **water and food**.*

*“ The solution must... be to **integrate new technologies and science** to find a solution that will boost local fresh food supplies and bring status to agriculture...”*

- Arlene Dixon, Director, Department of Planning
- Office of the Chief Minister, Government of TCI

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Water Producing Greenhouse Copyright 2003, Batavia Greenhouse Builders Ltd.

WATER PRODUCING GREENHOUSE

- Produces 10 times the water needed by greenhouse.
- Produces continuous local supply of fresh vegetables.
- Direct job creation and opportunity for local investment.



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Gender impact analysis

- active policies for full integration of women in work force
- commitment to employment equity
- special recruitment programs
- progressive hiring and labour practices
- facilities and policies tailored to meet needs of female employees (e.g. flexi-hours, work sharing, consistent work schedules, opportunities for part time work, no-questions leave policy to care for children or family members)
- equal opportunity and anti-harassment policies
- progressive payroll policies (each employee must have own bank account in own name to ensure women retain control over their earning)
- equipment and tools design that does not preclude use due to strength or stature



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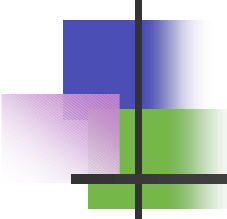
Social Integration analysis:

- Water + food
- strong wages (above minimum scale; gov' t equivalency)
- full benefits package for full and part time employees
 - full medical and dental insurance, maternity leave, pension
- paid holidays (2 weeks/yr) and sick days (12/yr)
- paid overtime over 44 hours, double time on holidays
- training programs
- barrier-free workplace
- profit sharing beginning in year 3
- healthy and safe working environment

“ Is that all there is...?”

High Marks. For 9-11 employees...

Given the **capacity** of the project and the **needs** of the community, is there a way to deliver **more benefits to the community** in a sustainable way that **complements the priorities of the private sector entity**?



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PROCESS

- Interview members of the community to identify social issues, priorities and drivers for change (socio-economic scan):
 - What are the concerns of this community?
 - How does change occur?
 - Where are the blockages?
 - What are the concerns of women, youth, the marginalized?
 - Are there common goals within the community and does the community have a sense of this?
 - Where are the drivers of empowerment?
 - Is there the capacity and support to deliver change?
 - Is this consistent with government policy objectives?
 - How can it be supported?



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Six Priorities Emerging from Community Discussion

- Meaningful, well-paid jobs for **youth**
- **Local food production** and reduced reliance on imports
- Reduce food costs to reduce family/child **poverty**
- Improve nutrition to improve **health**
- Create opportunities for **micro-enterprise**
- Increase **community access** to new sources of fresh **water**



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PROCESS (cont' d)

- Identify, gather and analyse research material (to add contextual support to the concerns raised by the community).
- Go back into the community and **refine assumptions.**
- Through another round of meetings, develop a **social integration prescription that builds on the capacity of the private-sector partner to better address the needs of the community.**
- Prepare a Report that documents the results of the analysis and file it with the community and with CIDA.



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The Community Agriculture Project — Prescription for Capacity

- Adjacent to but separate from the Greenhouse
- Administered by non-profit community partnership
- Components:
 - Urban agriculture: Soil-based, raised bed urban agriculture model based on Cuba's successful "organoponicos." Tied into college curriculum (certificate in urban agriculture under "sustainable communities program).
 - Community extension: Opportunities for householder extension education (raised bed home vegetable gardens, family nutrition).
 - Micro-Enterprise: Community kitchen, community assisted agriculture.



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Community Agriculture Project - Prescription for Capacity

- Only cost to Private sector partner is bit of land and water.
- Products will be different than produced in greenhouse (to complement, not compete, with private sector entity).
- Create a sense of excitement around the production of local food and drive demand for local product.
- Broker sustaining community partnerships - *Best community partners are those with vested interest in Project success.*



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Community Agriculture Project - Prescription for Capacity

COMMUNITY PARTNERS - COMMUNITY COLLEGE

- Allow the Turks and Caicos Community College to pursue a new curriculum option: urban agriculture.
- Create well paying jobs for youth.
- Support adult education initiatives.
- Consistent with the College's plans to revitalize an agricultural campus on North Caicos.



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Community Agriculture Project - Prescription for Capacity

COMMUNITY PARTNERS - QUEEN'S PRISON

- Adjacent to and just south of the Crisson Plantation.

- Will benefit from partnership with CAP through:
 - transfer the technical and practical knowledge to its own prison farm
 - improve in-house food production capacity
 - improve quality of its inmate training program
 - enable move to raised-bed food production system, micro-drip irrigated with fresh water piped in from the adjacent Grand Turk Greenhouse

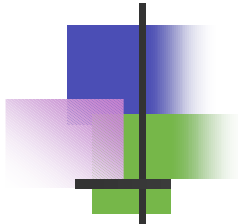


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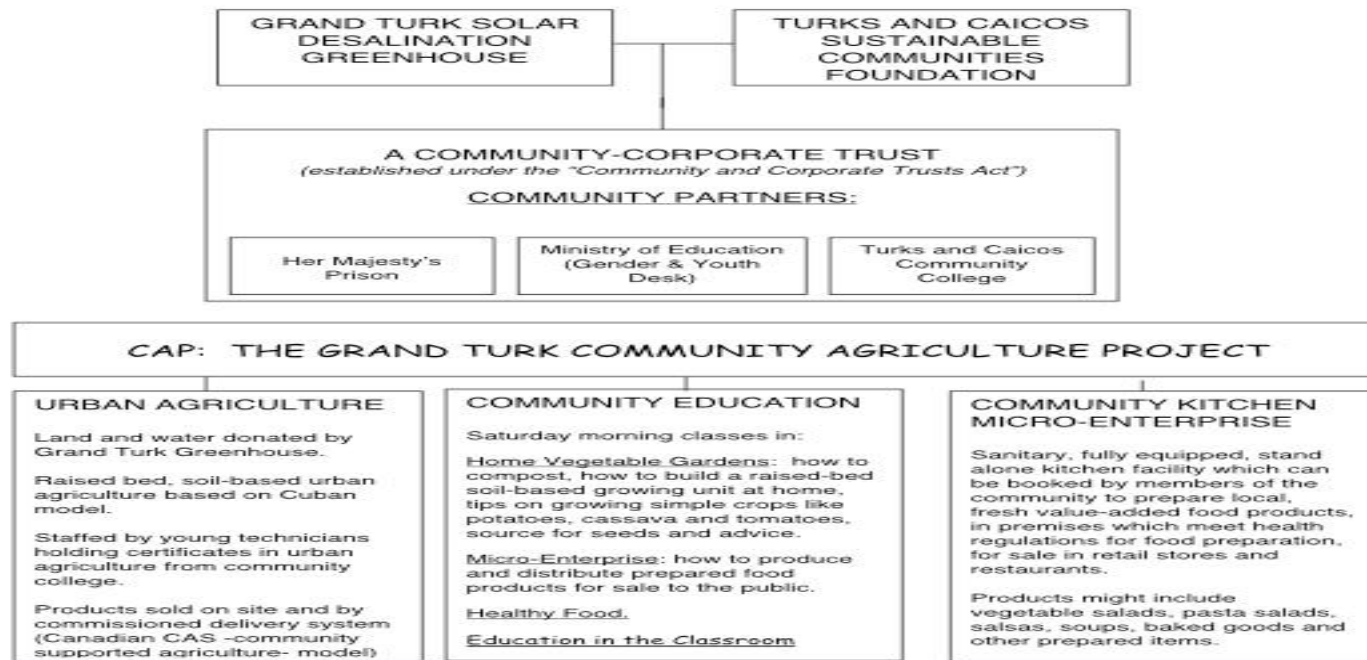
Community Agriculture Project - Prescription for Capacity

COMMUNITY PARTNERS - MINISTRY OF EDUCATION

- Represented by the heads of the Ministry's Gender Desk and Youth Desk.
- Brings government's education mandate to the table.
- Consistent with public policy objectives of Turks and Caicos Government (*A Food and Nutrition Plan of Action for TCI*).



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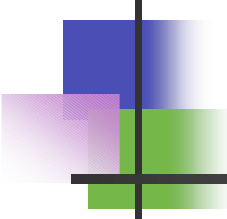




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THE PHYSICS OF ENGAGEMENT!

- Creating **partnerships with local communities** improves overall project support and viability in host country.
- Corporate-community partnerships create **shared advantages**.
- Community benefits create **community drivers**.
- Corporate Social Responsibility = bottom line benefits.



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THE CIDA DIFFERENCE:

Raising the bar on gender and social integration analysis can give Canadian firms a competitive “leg up” when doing business in host countries...



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Roland Wahlgren, Atmoswater Research (CIDA INC participant)

*“...the Gender/Social Analysis provided **an essential link between the interests of the people of Grand Turk and the proposed venture.**”*

*“The report outlined practical recommendations for **integrating** the new greenhouse and water-producing business into the community, thereby **enhancing the probability of long-term success of the project.**”*



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Greg Ramsey, Village Habitat Design, Atlanta, Georgia

*“ TCI is in great need of a growth strategies plan that **leverages** the value of its natural and cultural **resources** while maintaining and developing **economic opportunities for the Belonger population.**”*

“ At present, the temptation is too great to sell off these assets!”

“ Your incubation efforts at starting up the greenhouse project (Community Agriculture Project – Prescription for Capacity) are commendable and are building the small business base that the Belongers so sorely need in TCI.”

“ We have included your Gender and Social Analysis Report in our Final Report to the Turks and Caicos Government.”

Wendy R. Holm, P.Ag., The Holm Team, Bowen Island, BC



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Arlene Dixon, Director, Dept of Planning, Office of the Chief Minister,
Government of Turks and Caicos

*“ ... **rapid appraisal of the gender and social potential of the Grand Turk Greenhouse Project** — in which CIDA and Canadian investors have an interest — **was impressive**“ ... not only... the diligence and scope, but more importantly... the commitment and... ability to **visualize and capture analytically the interlinking surfaces of this project, which if brought together could have a very lasting social impact.***

“ We look forward to progress and success on this project.”

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Terrence Nylander, photograph

The Grand Turk Community Agriculture
Project:
A Prescription for Capacity

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