

United Nations Development Programme
Antigua and Barbuda
2014 Annual Work Plan

Project Title: Supporting Multidimensional Poverty Measurement and Strengthening Capacity of Statistical Office

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

A. State the specific development challenge or gap that this AWP is addressing.

As Small Island Developing States (SIDS), members of the Organisation of Eastern Caribbean States (OECS) face a plethora of development challenges which are characterised by their social, economic, environmental and political vulnerabilities. The small island developing state of Antigua and Barbuda is no exception. A key element of strengthening development efforts among Eastern Caribbean SIDS have rested in the area of data collection in recent years. Efforts in this regard are linked to the reality that human development needs cannot be met without quality and consistent data collection on human development issues.

While current processes supporting the collection and analysis of economic statistics are reasonably sound, region-wide challenges related to the collection, analysis, dissemination and utilisation of social, environmental and human development data continues, limiting evidence-based policy formulation. Furthermore, monitoring and evaluation of policy impacts across sectors and groups is hampered and compromises transparency and accountability for effective development planning.

Following on the above, the Statistics Division within the Ministry of Trade, Commerce and Industry, Sports, Culture and National Festivals of Antigua and Barbuda has requested technical assistance and other support from the UNDP Sub-regional Office (SRO) for Barbados and the OECS for capacity building for the production of quality poverty, unemployment and labour market statistics for Antigua and Barbuda. The goal is to implement a sustainable data collection programme which allows the country to execute annual household surveys to produce social and economic statistics. This is in alignment with the efforts of the OECS Commission and its other Member States of the OECS, aimed at harmonising statistical development efforts to augment and improve statistics currently produced and to enhance data collection, analysis and distribution of statistics for development planning. The data collection tool being utilised is the harmonised Labour Force survey, for which dimensions and indicators for the piloting of a multi-dimensional poverty index (MPI) have been suggested as additions to the harmonised LFS.

To this end, the Statistics Division within the Ministry of Trade, Commerce and Industry, Sports, Culture and National Festivals will be provided with support to undertake a multi-dimensional poverty index (MPI) as part of the harmonised Labour Force Survey (LFS) in early 2015. This will be the first LFS to be conducted in Antigua in 25 years. Equipment and other capacity needs will be met as far as possible to ensure the achievement of this. Political support and national ownership of the piloting in 2015 will be supported by a country consultation under this project.

Further to this, high level leadership and advocacy towards the adoption of multi-dimensional approaches to poverty measurement in the Eastern Caribbean sub-region will be supported by facilitating the participation of the Government of Antigua and Barbuda in the Multi-dimensional Poverty Peer Network of the Oxford Poverty and Human Development Initiative (OPHI).

B. Select one or more of the below strategies for addressing the above mentioned challenge/gap and describe in the context of this AWP:

- ✓ Changes in attitudes and access to decision making through awareness raising, brokering, convening
- ✓ Changes in policies, plans, budgets and legislation through support to national assessment, planning, budgeting, policy making
- ✓ Changes in the lives of individuals and communities through implementation for inclusive development

C. List the possible improvements in the capacities of institutions, individuals and systems that will occur as a result of this AWP.

This programme is designed to:

- Support evidence based policy formulation for social protection and poverty reduction through support for multi-dimensional approaches to poverty measurement, this in conjunction with the OECS Commission and other OECS Member states;
- Enhance technical services in managing for development results through the provision of support for capacity building among technical persons at the Antigua and Barbuda Statistics Division as well as through the provision of updated software and hardware for more efficient data collection, processing, analysis and dissemination.

D. List the gender issues in this AWP and specific ways in which they will be addressed.

Efforts to build capacity in the area of multidimensional approaches to poverty eradication will address gender inequality in a number of areas including the development of a multidimensional poverty index to provide more accurate measurements of poverty for targeted, evidence based and gender responsive policy and programme development. The multidimensional approach to poverty eradication will also see an increased focus on and support for access to social protection with particular attention paid to supporting female headed households. This is to reduce vulnerability of women and children to acute poverty and reliance on the informal sector.

This will fulfil the M-CPAP gender marker requirements thus: Capacity development for data collection analysis and use for evidence-based, gender responsive decision making. Capacity development in this area will target sex disaggregated data and gender analysis of data.

E. List the South-South cooperation opportunities in this AWP and specific ways in which they will be addressed.

Participation in the development and implementation of multi-dimensional approaches to poverty reduction will be undertaken in tandem with the OECS Commission and other OECS Member States, with Antigua and Barbuda one of the first countries to pilot the MPI in the sub-region. Additionally, the Statistics Division will be seeking opportunities for collaboration and information sharing as well as technical inputs from the Oxford Poverty and Human Development Initiative (OPHI). As well, it will support and participate in efforts towards building a sub-regional network on multi-dimensional approaches to poverty measurement.

F. Risks and Implementation Challenges

Key identified risks include challenges with implementation due to time and human resource constraints.

Programme Period: January – December 2014
 Key Result Area (Strategic Plan 2014-2017): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

 Atlas Project ID: 83750
 Atlas Output ID: 92061

 Start date: November 2014
 End Date: 31 December 2014
 PAC Meeting Date: 10 October 2014

 Implementation modality: N/A

2014 AWP budget: USD \$23,000.00

 MULTI YEAR INDICATIVE Budget _____
 (Subject to the availability of the necessary funds to the UNDP)

 • Regular Regional TRAC USD 23 000.00
 • Other:

- Donor _____
- Donor _____
- Donor _____
- Government _____

 In-kind Contributions _____

Agreed by (Implementing Partner): B. Hunte 11-11-14

PERMANENT SECRETARY
 Ministry of Tourism, Economic
 Development, Investment
 & Energy

Agreed by UNDP: _____

<p>Output 1</p> <p>Strengthening the capacity of the Statistics Division to undertake a harmonised LFS inclusive of a basic multi-dimensional poverty index (MPI)</p>	<p>1.1</p> <p>Consultancy Services to train Statistics Division staff in the use of Teleform Software for data capture (USD 2,500)</p> <p>Per diem for Consultant: To cover cost of accommodation and meals (USD 275 x 6 days = USD 1,650)</p> <p>Air Travel for Consultant</p>	<p>x</p>	<p>x</p>	<p>Antigua and Barbuda Statistics Division where needed, UNDP SRO will lend support to facilitating external support to technical work</p>	<p>UNDP Core (TRAC)</p>	<p>Consultancy Services</p>	<p>4,730.00</p>
<p>M-CPAP baseline: Little of social/environmental data in planning, weak frameworks for data sharing across sectors for integrated planning</p>	<p>1.2: Update of annual Teleform License</p>	<p>x</p>	<p>x</p>			<p>Consultancy Services</p>	<p>5,570.00</p>
<p>M-CPAP target: Data audits and capacity development undertaken and data management frameworks developed</p>	<p>1.3. Contracting of the Oxford Poverty and Human Development Initiative to conduct training on the calculation of the MPI</p>	<p>x</p>	<p>x</p>			<p>Consultancy Services</p>	<p>3,000.00</p>
<p>Project specific baseline: Technological capacity deficits in the area of information technology in both hardware and software for efficient and timely data collection, processing analysis and distribution of the harmonised LFS and basic MPI</p>	<p>1.4: Purchase of STATA software to run the MPI</p>	<p>x</p>	<p>x</p>	<p>Antigua and Barbuda Statistics Division in collaboration with UNDP (in the event that UNDP procurement services be required)</p>		<p>ICT Equipment Purchases</p>	<p>2,400.00</p>
<p>Project specific target: Training on Teleform software including: Installation of Teleform and electronic scanner; Designing</p>	<p>1.5: Purchase of 8 computer tablets for electronic data capture (USD 500 x 8 = USD 4,440) (4 tablets to be used with for testing and implementation of electronic data capture)</p>	<p>x</p>	<p>x</p>	<p>Antigua and Barbuda Statistics Division in collaboration with UNDP (in the event that</p>		<p>ICT Equipment Purchases</p>	<p>4,440.00</p>

<p>questionnaires using Teleform Data; processing using Teleform Storing and exporting data from Teleform</p> <p>Project specific target: MPI training including the use of STATA for data processing related to the MPI</p> <p>Indicators: Capacity of technical persons built to efficiently utilise required data processing software pertaining to the implementation of the harmonised LFS and basic MPI survey instrument</p>				<p>UNDP procurement services be required)</p>		
<p>Output 2 Increase political leadership, and government and public awareness/ understanding of multi-dimensional poverty, to underpin the piloting of the basic MPI during the implementation of the harmonised LFS-MPI in 2015</p> <p>Baseline: Lack of official endorsement of the piloting of the MPI and overall lack of awareness of the application of multi-dimensional approaches to poverty</p>	<p>2.1: Stakeholder discussions to encourage support for MPI piloting in 2015</p>		<p>x</p>	<p>Antigua and Barbuda Statistics Division in collaboration with UNDP</p>		<p>1, 860.00</p>

<p>measurement</p> <p>Target: Articulated and demonstrated political commitment and leadership on multi-dimensional approaches to poverty measurement (MPM) and the piloting of the multi-dimensional poverty index (MPI)</p> <p>Indicators</p> <p>The establishment of political support and leadership for the MPM and MPI piloting in Antigua and Barbuda</p>						
<p>Sub-total in USD</p>						1, 000.00
<p>Sub-total programme management costs</p>						
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II. MULTI YEAR PROJECT STRATEGY DESCRIPTION (OPTIONAL FOR YEAR 1)

Situation Analysis: General Overview

Output 1: Strengthening the capacity of the Antigua and Barbuda Statistics Division to undertake a harmonised LFS inclusive of a basic multi-dimensional poverty index (MPI)

The UNDP SRO is working strategically with development partners such as the World Bank to strengthen the capacity of the Statistics Division to undertake the harmonised LFS and basic MPI in 2015. A close collaboration is underway between the two agencies in this regard, to ensure that results are achieved and that the best efforts are sustained in the area of data collection for informed policy and decision making. This collaboration is building on past and current work in the Eastern Caribbean and there is a long term view envisioned that will extend to the development of a harmonised Regional Strategy for the Development of Statistics, to be implemented by the OECS Commission.

In terms of the work to date, UNDP has been leading the efforts of the UN System, in close collaboration with UNICEF and UN Women, and a group of partners including the Organisation of Eastern Caribbean States (OECS) Commission, the Caribbean Development Bank (CDB) and the World Bank, in providing support for the adoption of a Multi-dimensional Poverty Measurement (MPM) in the Eastern Caribbean. This new approach to poverty eradication and the reduction of social exclusion and inequality has been accepted in the global arena, and has gained recognition as a more effective and innovative approach to policy, planning and development initiatives for the achievement of poverty reduction goals in the Eastern Caribbean sub-region.

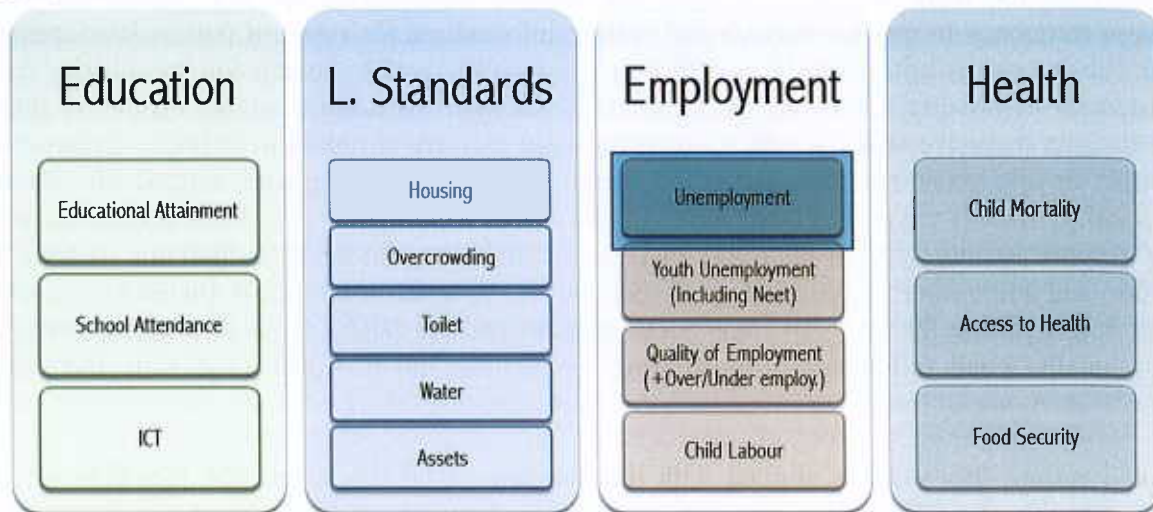
The basis for the work lies in the reality that poverty assessments are not carried out with sufficient frequency to provide regular and current information for relevant policy development in the sub-region. Additionally, the definition of poverty and by extension monitoring and measurement of poverty levels has been limited to income/expenditure analysis (poverty line), rather than an inclusive analysis which recognises that poverty is linked to multiple dimensions of human development like education and health, with significant gender-related disparities. Additionally, the sub-region has been limited in its ability to influence key development agendas in the absence of more robust data and analysis on their specific needs as pertains to poverty reduction and addressing a myriad of other inequalities. Specifically, there is a need to critically engage in and inform the Post 2015 and SIDS agendas and the 2015 review of progress towards gender equality goals articulated in the Beijing Declaration and Platform for Action (Beijing + 20).

As noted earlier, this work is aligned with the mandate of OECS, where the members of the OECS, through the OECS Commission, have been working towards the development and implementation of a sub-regional MPM through the OECS Living Standards Measurement Committee (LSMC). In addition to the OECS Commission, the LSMC is comprised of country representatives of National Statistical Offices (NSOs), and development partners including the UNDP, UNICEF, UN Women, the CDB and the World Bank, all of whom are involved in this effort. Over the last two years several activities have been undertaken towards a sub-regional MPM, including capacity building with technical persons and policy makers.

In December 2012, UNDP held an Expert Group Meeting and Workshop on A Multi-dimensional Poverty Measurement (MPM) Methodology for the Caribbean, as part of a joint programme implemented in partnership with the OECS Commission and in collaboration with the CDB and UNICEF. A background paper was then commissioned to explore MPM methodologies, and a meeting was held in December 2013, bringing together 48 persons from the technical and policy-making fields from nine Eastern Caribbean countries including Antigua and Barbuda, and a number of development partners and UN Agencies. The key agreements of the December 2013 meeting at which the Government of Antigua and Barbuda was represented, were to: i) support the development and implementation of an annual multi-dimensional poverty index (MPI) through an adapted Labour Force Survey (LFS); ii) support the development and implementation of a five year MPI, through the adaptation of the four components of the CDB's Country Poverty Assessment (CPA); and, iii) to support advocacy for influencing key policy and strategic documents for example legislative reform and national growth and development plans on social protection, poverty reduction and economic empowerment. At a recent meeting of the LSMC on the 14-15 April 2014 a piloting process was outlined and agreed in addition to the dimensions and indicators for an MPI adapted harmonised Labour Force Survey (LFS). Further to this, is the view to feed the MPM methodology into the Country Poverty Assessments (CPA).

It was decided that the basic MPI will consist of four dimensions: living standards, employment, education and health. This basic MPI will be computed based on data from the Labour Force Surveys (LFS), currently carried out in several countries of the sub-region. The main core survey already has information on the first three dimensions (partial in the case of education). A small number of new questions will be added to the questionnaire to complement this information.

Basic MPI



A second (broader) MPI will be computed jointly with the release of the Country Poverty Assessments elaborated by the Caribbean Development Bank. This additional measure will keep the four basic dimensions and include additional dimensions and indicators.

With regard to data collection for the HDR a study was commissioned by UNDP to determine the main data collection gaps in the sub-region, as well, as to identify needs and make recommendations for improvements in national data collection processes.

Key findings and recommendations of the report *Strengthening Capacity to Monitor Human Development in Barbados and the OECS: Issues and Constraints in Collecting and Disseminating Data, February 2014* included:

- Main issues to emerge from the research relate to a lack of financial and human resources to undertake labour force surveys (LFS), and lack of timeliness in collecting and coding educational and health data due to the utilisation of manual processes, lack of human resources and lack of interconnectivity between agencies collecting data and those processing the data.
- Following from the above, there is a need for greater interaction between line ministries and National Statistical Offices (NSOs), in accordance with the harmonised approach to data collection among OECS member states.
- There is a need for a greater use of technology and a restructuring of the overall process of data collection, collation and analysis. High staff turnover at NSOs needs to be addressed in order to facilitate such restructuring, and the pivotal role of statisticians for national and sub-regional development should be highlighted, in order to increase human resources, increase motivation and reduce staff turnover through increased compensation, promotion of careers in statistics and continuous training.
- There will also need to be revision of policy and legal frameworks to reduce delays in data gathering and information sharing. Currently, the repository of certain types of data is the relevant line ministry, while access to certain records is restricted or constrained by bureaucratic procedures such as the issue with the Epidemiology Department in Saint Lucia accessing death certificates to allow for coding. While the details of specific policies and legal issues were not specifically investigated during the course of the research, at a general level the fragmented character of data collection and multiple contact points for international agencies to obtain data (ministries of health, education, finance, and NSOs) needs to be addressed.

Recent discussions with the heads of 3 statistical offices in the sub-region have revealed the following country specific needs, highlighted here to point out commonalities:

Saint Kitts and Nevis

Capacity building in:

- Sampling methods and techniques of quality control
- Weighting and Estimation; extrapolation of survey estimates to make inference on the population
- Training in the use of statistical software packages- SPSS, Eviews, Excel and others
- Data analytics - interpretation of survey data and report writing
- Training in the understanding and use of international methodologies and standards including ISCO 2008, ISIC Rev4 and others
- Strengthening capacity to compile of comparative statistics in such areas as gender, ICT and environment, based on international methodological framework

Saint Lucia

- Acquisition of more tablet computers for more efficient data collection
- Data management support with a focus on software acquisition
- Data management support with a focus on capacity building for website development and maintenance from where data can be easily accessed
- Open to exploring capacity building initiatives that will support decentralisation of certain data management duties, so as to circumnavigate human resources constraints - it was discussed that too many processes are dependent upon 1 or 2 persons, who despite having relevant training, are resistant to more efficient ways of doing things,

and additionally, because certain key processes are centralised, if persons responsible are ill or on leave, things end up at a standstill - there may be technological alternatives which can reduce the impacts of this

Grenada

- Support for a consultant for the development of the National Strategy for the Development of Statistics (NSDS). The NSDS will focus on harmonising data collection processes prioritising coordination, institutional strengthening, IT and legislation.
- Need to develop a process for the collection of environmental data - SEEA related support
- Tablet computers for LFS which will have its next round in July 2014: This will support the strengthening of the current process
- LFS data collection: need support re: weighting and estimation - currently researching how to do this re: the completion of data processing from the last LFS undertaken

Scope and Strategy:

The UNDP Sub-regional Office (SRO) for Barbados and the OECS Commission has a successful track record of providing support for capacity building of statistical offices in the Eastern Caribbean, in an effort to increase the quality and frequency of data collection to inform human development. Therefore, the focus of this Annual Work Plan centres on the areas of data capture, specifically setting up systems to convert data on paper harmonised LFS questionnaires to an electronic format. The scanning of questionnaires and the subsequent creation of data files from the scanned data has been an area in which the Statistics Division has had limited capacity. In addition, the Statistics Division would like to begin to explore electronic data capture; as the Division plans to conduct future surveys using this methodology.

Further to this, and in support of multi-dimensional approaches to poverty measurement and the calculation of the MPI, the UNDP will support the MPI training, to be provided by the Oxford Poverty and Human Development Initiative. This will include training on the calculation of the index, as well as on the use of STATA, the preferred data analysis software for processing MPI data.

National ownership of the piloting of the MPI will be promoted through engagement in a consultative process in country with key decision makers.

Results framework:

Ultimately, by the end of the year the UNDP SRO and the Government of Antigua and Barbuda would like to ensure the following results are realised:

- The successful completion of identified training to support the conducting of the harmonised LFS and the piloting of the basic-MPI
- Political support and leadership established in support of the piloting of the MPI in 2015.

In terms of the overarching goals in support of multi-dimensional approaches to poverty reduction in the Eastern Caribbean Sub-Region, it is notable that the potential to accelerate progress toward these key results will be greatly enhanced through this support to the Antigua and Barbuda Statistics Division.

These overarching sub-regional goals are as follows:

- Poverty reduction through a multi-dimensional, evidence based and harmonised sub-regional approach
- Transformational policy and planning for poverty reduction
- Strengthening national and sub-regional legal, policy and planning frameworks for poverty reduction and data collection and regulation in general
- Increase political leadership, and government and public awareness/ understanding of multi-dimensional poverty
- Enhance sustainability of MPM approaches through the development of a sub-regional coalition/network

i) Poverty reduction through a multi-dimensional, evidence based and harmonised sub-regional approach

The use of a multi-dimensional approach to poverty measurement will ensure a comprehensive, relational and transformative approach to poverty reduction. By harmonising

approaches to addressing poverty and in particular, acute poverty, the sub-regional ability to address pressing development issues will be enhanced. For OECS Member States this will positively impact their economic union as the needs of the population will be met, productivity increased and the general health and well-being of populations enhanced

ii) Capacity Building for Transformational Policy and Planning for Poverty Reduction

As a first step, ensuring that statistical offices are equipped to implement multi-dimensional poverty measures is vital. Efforts will be made to ensure that the technical and technological requirements of statistical offices are met, as well, this will be linked to broader capacity building to be undertaken across sectors.

Poverty as a multi-dimensional issue can only be strategically and efficiently addressed through an integrated and multi-sectoral approach. The multidimensional approach to poverty measurement employs an integrated framework for action on poverty reduction, and will build capacities for an integrated approach to policy making, ensuring a coordinated approach to national and sub-regional development. This will support the overcoming of a fragmented development agenda and process, and will contribute to comprehensive and sustainable growth and development.

Therefore, the provision of multi-sectoral, inter-institutional training and sensitisation for a cross section of persons engaged in policy and planning, technical activities and in communications and public education and advocacy will ensure that there is a society wide shift in thinking about and responding to poverty. Efforts will be made to substantively involve sectors that work and represent marginalized populations. These include, Social Development Ministries, National Women's/Gender Machineries, national and regional civil society organizations including women's NGOs, the UWI/Institutes for Gender and Development Studies, youth groups, persons living with disabilities, people living with HIV among others. This process should also support advocacy and input into shaping the Post 2015, SIDS and Beijing + 20 agendas, which all focus on commitments to the achievement of development results, particularly for marginalized populations, including those living in poverty.

A key component of this strategy, is the development and implementation of train the trainer programmes, and the identification of organisations that can provide training support to governments and others so that the MPM can be sustained. This should also be echoed in the policy framework and cost effective options for inclusive inter-ministerial training.

iii) Strengthening national and sub-regional legal and policy data collection frameworks

The successful piloting of the basic MPI will act as a starting point for discussing the required policy and legislative reform required for the success of these efforts towards evidence decision making and in support of the principals of democratic governance. Recent discussions at the CARICOM High Level Forum on Statistics held in Grenada in May 2014, revealed that several statistical offices are struggling to ensure that data collected and processed is actually available to the public, as Governments often intervene in what information can be released and what information must not be released. Several heads of statistical department expressed that they were exploring efforts to make national statistical offices autonomous and semi-autonomous bodies. This has re-emphasised the need to stress the importance of the relevance policy and legislative reform to produce the outcomes desired re: evidence based decision making.

The introduction of policy and legislation that will support mandatory application of a multi-dimensional approach to measuring poverty in the Eastern Caribbean, and as well, will regulate state data collection, analysis and application processes. This to ensure a transparent data collection process and to ensure application of information acquired to policy making, particularly for the achievement of development results for populations living in poverty, women and children and other marginalized populations. The goal is to ensure that evidence based policy making is mainstreamed into the development planning process.

Following on the above, the process will take some instruction from the successes of the Government of Mexico in developing a multi-dimensional poverty measurement (MPM), providing an opportunity for South-South Cooperation. The Saint Lucia Statistics Department has identified the Institute of Statistics and Geography in Agua Calientes to support this exchange.

The impetus for the development and implementation of an MPM in Mexico was the desire to be able to measure efficiently i) economic well-being and ii) the deprivation of social, cultural and environmental rights. This is with the ultimate view to increase access to and secure the social rights of those residing in Mexico.

This approach sought to marry the technical aspects of data collection with policy and service provision which would address structural inequalities through a transformative process. To facilitate this, the Government of Mexico established the “Consejo Nacional de Evaluación de la Política de Desarrollo Social (CONEVAL), a public institution bearing technical and administrative autonomy; its mission is to regulate and coordinate the evaluation of social development policies and programs and to establish the guidelines and criteria for the definition, identification and measurement of poverty (CONEVAL 2010, 9)”.

Following on this CONEVAL’s multidimensional poverty measure targets populations accessing social programs, which, were income based interventions, with a view to reform these to better meet the needs of those accessing them. Multidimensional poverty is therefore addressed through an assessment of well-being and also, through the assessment of access to human rights. Specifically and of prime importance to UNDP’s work:

“In the wellbeing approach, the ...objective is to identify the dimensions and conditions that limit people’s freedom. It is assumed that every person, given her personal circumstances and preferences, develops the set of capabilities that define the range of life options she has reasons to value and that may choose among. If these options do not allow her to have an acceptable living standard in her society, that person is considered poor.

In recent years ... the approach to poverty based on human rights considerations has become increasingly important. This approach is based on the recognition of human rights as —the expression of the needs, values, interests and goods that, due to their urgency and importance, have been considered fundamental and common to every human being! (Kurczyn and Gutiérrez, 2009: 3-4).

Thus, it is considered that everybody should bear a series of indispensable guarantees for human dignity, which, having been adopted within the national legal framework and ratified through the signing of international instruments

that protect them, become obligations of the Mexican State, which must create the mechanisms that will progressively allow full access to human rights for everybody (CONEVAL 2010: 19)."

As noted above, the Government of Mexico's commitment to a human rights-based approach to poverty eradication prioritises social and legal guarantees to ensure access to social and economic rights for the security of freedom, and the right of everyone to achieve well-being.

iv) Increase political leadership, and government and public awareness/ understanding of multi-dimensional poverty

This is the beginning of what will likely be a 3- 5 year process throughout which an effective Information Education and Communication campaign can be engaged, the goals of which would be to consistently provide public education and advocacy on multi-dimensional poverty, for a sustained shift in perceptions on the causes of poverty, and effective ways of alleviating acute poverty. In the case of Saint Lucia, while there may not be an extensive effort in this regard, the pilot review process will entail some media reporting and the hope is that in 2015 this can be utilised further to build on the process as pertains to the engagement of a more public dialogue.

The purpose of engaging in public dialogue is to ensure that society is engaged in transformative action, and will be able to think innovatively about how to shift their circumstances for the better. It should also provide a foundation of knowledge on effective ways to address acute poverty, through which governments can be held accountable for their responses to the needs of the population. This should be cross cutting, employ consistent messaging tailored to fit the respective target audiences and provide avenues for public debate, as well as the distribution of data and political activities related to MPM in the Eastern Caribbean. Efforts will be made to ensure that people living in poverty, including poor women, young people and other disadvantaged groups are effectively represented and engaged in these public dialogues. Cost effective options for implementing this IEC campaign will include a coalition type engagement of development partners, government communications departments, NGOs and CSOs, community meetings and established communication routes on community, national and sub-regional levels.

v) Enhanced Sustainability through Coalition/Network Building

A key element of the overall project will be the establishment of a broad network of technical persons and policy makers, who can provide skills and expertise to governments and their partners on MPM development and implementation.

By supporting the Prime Minister of Saint Lucia, the Honourable Dr. Kenny Anthony in a championing role for multi-dimensional approaches to poverty measurement on a sub-regional level, as well as supporting his participation as an advocate in the global arena is setting a good foundation for the development and sustaining of the proposed sub-regional network/coalition.

This network should include technical experts in social vulnerability analysis including in gender analysis. Policy makers should be sensitised to the various tools available for ensuring that the results on an MPM measurement are used to track and monitor policy commitments to social inclusion principles. Examples of such tools and approaches include gender budget analysis and gender impact analysis and assessments.

III. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project, oversight mechanism, fund management and project support staff.

Suggested sub-headings in this component may include:

- *results of capacity assessment of implementing partner*
- *UNDP Support Services (if any)*
- *collaborative arrangements with related projects (if any)*
- *prior obligations and prerequisites*
- *a brief description/summary of the inputs to be provided by all partners*
- *audit arrangements*
- *agreement on intellectual property rights and use of logo on the project's deliverables*
- *Funds can be transferred as: a) direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; and b) direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners. Advance fund transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures will be requested and released quarterly or after completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Also Partner needs to report interest earned immediately to UNDP through next submitted FACE Form.*

The Antigua and Barbuda Statistics Department will be the implementing partner for this annual work plan 2014 with assistance from the UNDP Sub-regional Office for Barbados and the OECS as required. The Statistical Department will be required to ensure timely reporting on expenditure of funds, and the provision of progress reports as required, this is elaborated in section IV below.

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- A. **MONTHLY PROGRESS REPORT:** The Implementing Partner, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports will be provided in the format provided at **Annex1**. These monthly reports will be consolidated, as required, by UNDP's quality assurance team for progress review meetings.
- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNDP project assurance team in consultation with the Implementing partner. Use the standard Risk Log template
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter,

within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.

- D. In case a project **EVALUATION** is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.
- E. **ANNUAL REVIEW REPORT:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The reporting format at **Annex 2** will be used to provide brief description of results achieved in the year against pre-defined annual targets.
- F. **ANNUAL PROJECT REVIEW.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

V. LEGAL CONTEXT -- [CLICK HERE FOR THE STANDARD TEXT.](#)

1. CPAP/UNDAF Action Plan countries where the country has signed the Standard Basic Assistance Agreement (SBAA)

[NOTE: The following Legal Context section contains the general provisions and alternative texts for the different types of implementation modalities for individual projects under the CPAP. The respective AWP for the individual projects will refer to the appropriate Alternative that applies to that project's implementation modality]

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Alternative A [when the implementing partner is a government agency (NIM) or an NGO/IGO]

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner] . .

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

VI. ANNEXES

Annex 1 – Monthly progress report format

Project Title						
Implementing Partner						
Month/Year						
Quarterly Outputs	Planned activities	Month of completion	Responsible party	Budget Amount	Monitoring framework	
					Cumulative Expenditures	Progress towards meeting AWP annual outputs
TOTAL						

Annex 2 – Annual progress report format

Key area of UNDP strategic Plan:			
UNDAF / CPAP OUTCOME			
CPAP OUTCOME Indicators			
CONTRIBUTING TO CPAP OUTPUT			
CONTRIBUTING TO CPAP 5 year target			
Project title			
Implementing partner			
Year			
Quarterly Outputs	Allocated budget	Total Expenditure	Progress on planned outputs and key successes
1			
2			
3			
Policy results and any additional results achieved			
Lessons learned, project shortcomings and solutions			
Follow-up Actions			

