



MISSION REPORT

UNDP-ICCAS Mission to Barbados, September 8th to 9th

Participants:

Stephen O'Malley	Resident Representative (RR): UNDP
Lara Blanco	Deputy Resident Representative (DRR): UNDP
Henry Mangal	Operations Manager (OM): UNDP
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS
Nathalie Thomas	Programme Assistant (PA): UNDP
DaCosta Bailey	ICT Coordinator/ Procurement Focal Point: UNDP
Perry Parris	Finance Associate (FA): UNDP
Cherryanne Hinds	Programme Finance Associate



On behalf of:



of the Federal Republic of Germany

Mission Summary:

The UNDP-ICCAS project team visited the Sub-Regional Office in Barbados between September 8th and 9th at the invitation of senior management. This request was made with a view to formally welcoming the full complement of the ICCAS team.

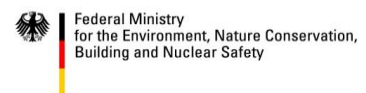
During the mission, the team was introduced to key departments and staff within the UNDP office. This aspect of the visit served to ensure that the substantive elements of Operations, Human Resource Management, Finance and Accounts and Information & Communication Technology were adequately identified and represented.

Time was also allocated to the team members to meet amongst themselves to review various documents, processes and approaches developed thus far.

The primary objective of the mission was to allow the team, especially those based in Grenada, to become sufficiently comfortable and fully aware of the project arrangements and the level of support being offered by colleagues the UNDP office.



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SEPTEMBER 8th

SENIOR MANAGEMENT MEETING

Present:

Stephen O'Malley	Resident Representative (RR): UNDP
Lara Blanco	Deputy Resident Representative (DRR): UNDP
Henry Mangal	Operations Manager (OM): UNDP
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS

The Resident Representative (RR), Stephen O'Malley, extended a warm welcome to the ICCAS team. He highlighted the importance of the ICCAS project being largely attributed to its size, importance to Grenada and unique structure of joint-implementation with GIZ. In further reference to the importance of Grenada to the UNDP portfolio, he made mention of GEF SGP and a few other initiatives which could result in an approximate \$7 to \$8 Million worth of development activity on the island for 2015. Identifying possible linkages between these initiatives could maximize the overall impact on the country and make delivery more efficient. The RR stated that the main interest was ensuring that the Government of Grenada is satisfied with the work being done.

Other members of the Senior Management Team were also identified. Overall responsibility for the ICCAS project and a number of other projects in the UNDP is assigned to the Deputy Resident Representative (DRR), Lara Blanco. Key departments such as Human Resources, Finance, Procurement and ICT all fall under the supervision of the Operations Manager (OM), Henry Mangal.

The RR also highlighted that the specific arrangement within the ICCAS structure, which allows the Technical Administrative Associate (TAO), Lorenzo Harewood, to be based in the sub-regional



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officer could significantly benefit the project in vital collaborations with the departments. The intention is to have the members of the team who are based in Grenada feel “virtually based in the main office”.

The UNDP places a very high premium on delivery and project implementation. More specifically, there is tremendous focus on budgeting and delivering against the budget. The RR noted that the delivery is a problem in the region and with limited professional staff in Grenada, delivery also will be high on the agenda. However UNDP has a great history with Grenada and the ICCAS project can build on that relationship. The RR admitted that the UNDP has its way of doing things and at first it may appear slightly overwhelming. To that extent, he urged the team to make an allowance for time and gradually familiarize itself with the various procedures and practices.



Clockwise from top center: Lara Blanco (DRR), Stephen O’Malley (RR), Henry Mangal (OM), Martin Barriteau (PC) and Kadijah Edwards (TO)

The Deputy Resident Representative (DRR), Lara Blanco, stated that the objective of this invitation was to “make sure that the team felt like UNDP family”. She brought perspective to the mandate of the project and reminded the team that they had the broad responsibility, through the ICCAs initiative, of building capacity and ensuring Grenada benefited from it.



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The RR pointed to the importance of ensuring that at least for the next year, there were regular visits to meet with key stakeholders and partners of the project.

Martin Barriteau, the Project Coordinator (PC), flagged the need to draw on particular expertise in the field for additional support. The RR agreed with the comment and highlighted the DRR, not only as an entity of oversight but also as a key source to a broad network of expertise.

Adding to the RR's comment the DRR gave a global perspective of the UNDP, particularly highlighting the fact that it is an international organization with a wealth of expertise to draw on to benefit the project. She also suggested that the project should adopt a two-dimensional approach in terms of its understanding of its objectives:

- 1) To do the implementation and address the needs of the country
- 2) To see itself as developing a source of knowledge for regional and international initiatives to follow

ICCAS is the first of its kind in that it incorporates a well-funded Adaptation Fund. As such there is the possibility of this work on adaptation and even mitigation to share with small Island Developing States (SIDS). In essence, ICCAS will aid future initiatives in determining how to address some of the challenges they face.

Henry Mangal, Operations Manager (OM), also expressed his delight at seeing the full team in place while making reference to the detailed recruitment process involved in establishing the unit. Based on a competitive assessment of the knowledge, skills and capacity of the team members, the present team reflects the confidence of the UNDP to get the job done. The OM stated that he was very encouraged by the acknowledgement of a need to support and build capacity. He then stated that the UNDP was here to support them.

The RR stated that the UNDP OECS Website is always looking for content and this initiative should be considered for highlighting on that platform. He again expressed his satisfaction that they were visiting and more vitally, that the team was finally together.



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ICCAS PROGRAM MEETING

Present:

Lara Blanco	Deputy Resident Representative (DRR): UNDP
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS
Nathalie Thomas	Programme Assistant (PA): UNDP

The DRR conducted a detailed visual presentation on the overall structure of the UN, identifying the key linkages between the UNDP Strategic Plan, the UN System, and the Programme Cycle and how they all impact on various projects.

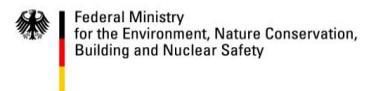


Clockwise from top center: Lara Blanco (DRR), Nathalie Thomas (PA), Martin Barriteau (PC) and Kadijah Edwards (TO)

She highlighted that beyond the complexities of this unique structure that humans and human development in particular, were at the center of the work the UNDP conducted. The UNDP is unique in the sense that is not literally classified as a “Specialized Agency” such as UN Women,



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FAO etc. but as an entity with wide ranging and general applicability. It was also noted that most of the money coming to the UNDP in recent times were environmental funds. The GEF SGP was flagged as one such longstanding initiative.

The PC noted that while SGP did have some presence across the OECS, comparatively ICCAS had unique opportunities to capitalize on as SGP's structure for endorsing and ultimately approving various initiatives may not be suitable for this specific adaptation objective.

The DRR recommended that the entire team make an effort to absorb much of the content of the latest Human Development Report, particularly in the following areas:

- Human development and water
- Human development irregularity and sustainable development
- Human development and resilience

She continued to present on key areas of the strategic plan and also highlighted its:

- Vision
- Action
- Outcomes

A resilience based approach to development would be required for a project of this nature and ideally identifying baselines would be an additional benefit for monitoring the results. These baselines can be identified in numerous ways such as via a socio-economic survey.

The team was given a historic overview of the ICCAs project, starting with the Rio+20 Conference. They were made aware of the oversight from the level of the Regional Office and the key colleague Reis López Rello, Regional Technical Specialist for Strategies and Adaptation.

Key strategic linkages are a vital part of any project and the RR identified possible areas of collaboration in Grenada. She mentioned:

- Youth-In Project
- Community Alerts Project
- Women's Skill Training Program



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- Mr. Brizan in Statistic as an important resource person for information on the labor force and poverty assessment

The DRR noted that the UNDP worked across different pathways and projects undertaken should make a difference. The ICCAS team was told to think about whether the projects they support make a difference to unemployment, livelihoods, energy services, etc. UNDP's approach is an issues-based development solution application and whilst UNDP may not necessarily have a solution it definitely has an approach. The CCAF should benefit those areas and people that are most excluded and most vulnerable, such as youths and the poorest.

The DRR highlighted that the Government of Grenada seemed enthusiastic to move as fast as possible and that was a welcoming state. However, she noted that much emphasis should also be placed on having a well-structured fund. Key considerations to make while establishing the funds would be the local socio-economic context in Grenada, for example, the soaring levels of unemployment amongst the youth and recent incidences of private and public sector layoffs. The participation of the communities is very important for this project as the 'buy-in' is integral to the success of the outcomes.

In addition, it is important that our key partners in government be kept adequately aware of all activities. These include but are not limited to:

- The Focal Point– PS Antoine
- Liaison – Yolande Newton
- Counterpart - PS Jessamy

Regular reporting to these partners is crucial and the Ministry of Finance should be built within the present ICCAS project structure since PS Antoine is the focal point for UNDP.

The DRR outlined the ICCAS program structure, identifying the substantive functions of the PC, TO and TAA and highlighted that administrative workflows should be made accordingly.

GIZ was noted as a key partner, especially in the knowledge management component, and closer collaboration was needed to ensure the effectiveness of that specific delivery.

The DRR urged the team insofar as was possible, to reference various issues they encounter with intranet based Programme on Operations Policies and Procedures (POPP). POPP provided a



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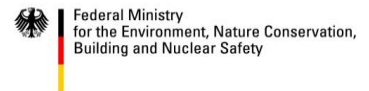


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wealth of content that formed the basis of guidance on all aspects of UNDP Programming and Project activities.



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OVERVIEW OF OPERATIONS IN THE UNDP

Present:

Henry Mangal	Operations Manager (OM): UNDP
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS

The ICCAS team was introduced to the various components that fall under Operations in the UNDP by the operations Manager, Henry Mangal.

He outlined the organizational structure in the UNDP, making note of the Senior Management (RR, DRR & OM), Programme Managers, Project Managers and other support staff. The OM is responsible for supervising the activities of Human Resources, Finance, Information Communication and Technology, Registry and Travel and also Common Services for all other departments in the building such as FAO and UN Women etc.

The OM then identified the role of operations by highlighting that the central feature of the UNDP work is programs and capacity to deliver was key. The UNDP has a “record of accountability and value for money” as far as this is concerned. Effective delivery is made possible, more often than not, via operations and its departments.



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The Learning Management System was highlighted as an important tool for developing capacity and knowledge about various UNDP operations.

Regarding financial arrangements the OM stated that for advances for projects a maximum period of 5 business days is usually allotted for delivery on that process, whereas general payment are ideally paid within 30 days after delivery of services and/or goods.

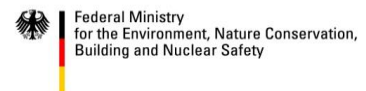
The PC flagged one current issue in the timely delivery of salaries to the relevant accounts of the staff and queried as to whether there was an alternative mechanism that could make the process more efficient.

The OM acknowledged the concerned while also flagging the interbank activities as another area to take into account in such matters. He then went on to discuss Planning. Planning is very important in the delivery process whether it be, Travel Plans, Procurement Plans etc. The UNDP Calendar year is January to December and the work plans should be developed in advance to match these other plans.

Procurement is also a very vital aspect of the project and specific elements of it such as the values and ranges budgeted for must be taken into consideration. This then determines the level of support in terms of taking the activity to the Local CAP or Regional CAP for approval. Relatively small items may simply need a micro-canvassing form to identify various prices from different sources but care should still be taken to make this micro exercise very transparent.



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With respect to Human Resources, the team was made aware of some guidelines regarding:

- Leave (Holiday, Sick etc.) and Requests Timelines
- UN Annual Holidays
- Annual Evaluation and Bonus
- Insurance (Van Breda)
- Explanation on current salary scales and upcoming changes

OVERVIEW OF PROCUREMENT, ACCOUNTS AND ICT IN THE UNDP

Present:

Nathalie Thomas	Programme Assistant (PA): UNDP
DaCosta Bailey	ICT Coordinator/ Procurement Focal Point: UNDP
Perry Parris	Finance Associate (FA): UNDP
Cherryanne Hinds	Programme Finance Associate
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS

DaCosta Bailey gave a joint overview of the key areas in ICT and Procurement, given that he serves as the head of IT, as well as the procurement focal point for the UNDP. As such, the team was engaged with considerations on:

- 1) Computer Security – New level of security added recently allowing a password for the Hard Drive. All staff should have a sense of safety as far as the physical equipment is concerned and ensure that their activities are conducted in a manner that does not jeopardize the infrastructure of these items. External hard drives and flash drives are discouraged against the backdrop of already having a more reliable network drive in the office.



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- 2) Cloud – this is a file sharing/ storage platform which will be coming on stream shortly. It is essentially going to replace the hard-drive as a hub for storage of UNDP files and is usually referred to as the ‘Microsoft version of Dropbox’ because of the vast similarities in functionality.
- 3) Intranet and Lync – The intranet is a depository of many aspects of the UNDP activity from reports to meeting and vacation schedules to allow staff to access the same information from one location. Microsoft Lync is a communications tool for staff to collaborate amongst each other and source other UNDP contacts locally, regionally and internationally.



Clockwise from bottom left: Cherryanne Hinds (PFA), DaCosta Bayley (ICT, PFP), Perry Parris (FA), Nathalie Thomas (PA), Martin Barriteau (PC), and Kadijah Edwards (TO)

As procurement focal point, Mr. Bayley is also responsible for ensuring that the UN-wide principles of

- A. Best Value for Money
- B. Fairness, Integrity and Transparency
- C. Effective International Communication
- D. The Interest of the UNDP



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are fully recognized and incorporated in the process. As such, he is in charge of all consultancy based contracts awarded via this process.

Thresholds and figures determine the procurement modality for goods and services. Some may require:

- Request for Proposal
- Invitation to Bid
- Request for Quotations

In all instances procurement undertakes a detailed assessment of the Administrative, Technical and Financial compliance of all submissions. Minimum thresholds for micro-purchasing was identified as USD \$5,000.

Perry Parris (FA) and Cherryanne Hinds (PFA) gave an overview of the particular elements of accounts and finance that are generally attributed to project activities. They made mention of a number of key aspects to consider such as:

- Processes in generating monthly salary payments
- Documenting and reporting on travel
- Rules surrounding petty cash management
- Modalities for payments (Direct Implementation vs National Implementation)
- Audit Preparations and internal record keeping
- Reporting to other stakeholders

Nathalie Thomas (PA) also added to the discussion, specifically focusing on the Funding Authorization Certificate of Expenditures (FACE) Form. She made the Team aware of the substantive disbursement requirements by detailing every aspect of the FACE form.



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SEPTEMBER 9th

PROJECT TEAM MEETING

Present:

Martin Barriteau Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood Technical Administrative Associate (TAA): UNDP-ICCAS

The project team had numerous discussions throughout this session. These include:

- Review and suggested amendments to the Climate Change Adaptation Fund
- Presentation of Adaptation Scorecard
- Presentation and Review of Revised Budget Workplan
- Discussions on 2014 and 2015 activities
- Administrative Considerations
- Discussion on completing Site Visits to Carriacou, Isle De Ronde and Petit Martinique



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ICCAS MISSION DEBRIEFING

Present:

Stephen O'Malley	Resident Representative (RR): UNDP
Lara Blanco	Deputy Resident Representative (DRR): UNDP
Henry Mangal	Operations Manager (OM): UNDP
Martin Barriteau	Project Coordinator (PC): UNDP-ICCAS
Kadijah Edwards	Technical Officer (TO): UNDP-ICCAS
Lorenzo Harewood	Technical Administrative Associate (TAA): UNDP-ICCAS

The team members each gave a synopsis of the activities undertaken during the mission and expressed their satisfaction for the opportunity to be guided by the various departments, as to how the UNDP works. The PC expanded on the substantive elements of the Project Team Discussions, highlighting the urgency of amending the Climate Change Adaptation Fund (CCAF) structure so as to reflect the situation in Grenada where capacity in some communities are lacking.

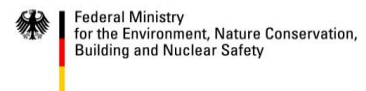
The DRR stressed that the team should be cognoscente of past experiences where entities and individuals were allocated with resources for development project but failed to report effectively on the reports. This was noted against the backdrop of a strong suggestion that more care and attention be taken to the Project Preparation Fund (PROPEF) aspect of the CCAF.

The PC and TAA noted these concerns, while expanding on the particular instances that would justify the use of a PROPEF facility.

With regards to the structure of the CCAF and assessments process choose one, the RR suggested that the team should not hesitate to try one of the methods they have identified and “see what works and what doesn’t”. He identified “trying” one of the methods to be equally as important as “choosing” which one to try, noting that the project is likely to be audited more than once during its lifetime and it is important to address issues of risk and have very clear numbers and criteria for the allocation of resources.



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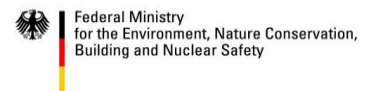
The RR, DRR and OM all expressed their satisfaction regarding the outcomes of the mission and welcomed the opportunity to conduct similar exercises in the future, with a view to ensuring that a strong level of support is given to the team at all times. They thanked the team for its visit.

Actions to follow up

- 1) Restructure and continue to develop the application process for the CCAF – Project Team
- 2) Identify Dates for Project steering Committee – Project Team
- 3) Identify Dates for Carriacou and Petit Martinique Site Visits – Project Team
- 4) Draft notes for UNDP consideration for the PSC – DRR / Project Team
- 5) Follow up on networking with other programs in Grenada to build linkages and synergy, such as, GEF SGP, Youths, C-coral.



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