

**United Nations Development Programme
Government Grenada
2014 Annual Work Plan**

Project Title: MDG Acceleration in Grenada

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

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

As part of Grenada's obligations as a signatory to the Millennium Development Goals and following its recommitment at the UN 2010 September Summit, that member states must develop and implement programmes to accelerate the achievement of the MDGs, the Ministry of Social Development and Housing is focusing on 2 of the Millennium Development Goals in this Annual Work Plan: (1) To eradicate extreme poverty and hunger and (2) To promote gender equality and empower women. The focus areas will be capacity building for the reduction of poverty and the promotion of gender equality and women's empowerment.

Furthermore, it will contribute to UNDP's Strategic Planning Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded and faster progress is achieved in reducing gender inequality and promoting women's empowerment; and the corresponding Output 1.2: Options enabled and facilitated for inclusive and sustainable social protection. The approach here is to engage in community based initiatives to inform UNDPs overarching approach to social protection strengthening. The opportunity to observe the impacts of programmes is pivotal to informing not only policy reform, but future programme design.

Specifically, this funding will contribute to the delivery of training to 140 unemployed and under-employed women in six (6) technical disciplines, namely: Electrical Installation, Restaurant & Bar, Commercial Food Preparation, Agro-processing, and General Construction (the Housekeeping course is pending). CVQ (Caribbean Vocational Qualification) Assessment has already commenced in some of the subject areas. . Of note is that CVQ certification expands participants opportunities regionally and not just in Grenada.

The programme is intended to increase women's economic empowerment by increasing their skills to gain meaningful employment at higher wage levels. It will also help to diversify the range of skills considered by women in the non-traditional disciplines, such as General Construction and Electrical Installation. This project is in response to the high rate of unemployment among women in Grenada.

The project objectives are in tandem with the Grenada National Strategic Development Plan 2012 – 2017. It will contribute to national goals, objectives and strategies: 1- Economy and Poverty; goal 2- Social Capital; and goal 6- Gender Equality and Women's Empowerment.

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 capacity building and women's economic empowerment

- Enhance resilience of women through life skills training for advancement towards gender equality and poverty reduction goals
- Support community empowerment through the promotion of women's access to employment and in particular, in non-traditional industries
- Support MDG acceleration re: Goals 1: Eradicate extreme poverty and hunger and Goal 3: Promote Equality and Empower Women

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

This AWP will directly support gender equality goals and women's empowerment through a capacity building and livelihoods training programme. The programme goal is to contribute to increasing the employment rate and empowerment of women through: i) Engagement in skills building of at least one fundamental skill of each participant through the development of technical and theoretical knowledge development; ii) Support the improvement of life skills of all participants, thereby increasing their marketability and resilience; iii) Assist in the reduction of high levels of unemployment and underemployment among women; iv) Provide the medium for participants to receive CVQ certification in at least one technical course; v) Reproduction of the training manual for the Life Skills course, made available by the Service Provider; vi) Printing certificates of completion, designed in collaboration with the Service Provider; and, vii) Organizing and meeting the costs of a graduation ceremony or other similar closing activity.

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

This work will be utilised elsewhere in the sub-region to inform similar activities. Like the UNDP supported Community Enhancement and Empowerment Programme (CEEP) in Dominica, there is potential for replication and scaling up, but there does need to be further discussion and sharing of results to discuss overcoming constraints to monitoring and evaluation and making better linkages between capacity building and direct access to the labour market/investment in micro-enterprise/entrepreneurship.

F. Risks and Implementation Challenges

Key identified risks include limited capacity for monitoring and evaluation, additionally fiscal constraints have seen government run or subsidised programmes receive cuts to funding. This has resulted in strained implementation which could potentially impact upon reporting, monitoring and evaluation capacity.

Additionally, while the project skill development areas were selected based on labour market trends, it has been acknowledged that this skills training programme is not directly linked to an employment opportunity as a matter of course. We have noted that the project has reported successes to date in terms of employment placements and job training initiatives which are actually part of probationary processes which have led to employment subsequently. Furthermore, in terms of the long term success of the programme, it has been noted that many participating women are challenged financially and have a range of domestic issues which impact their full participation. In an effort to encourage successful completion, in addition to paying their tuition and assessment fees, a transportation allowance and a shuttle service have been made available. However, providing the necessary financing to complete the training of the first group of women is very challenging. Funding for the project comes from the local capital budget, which is a budget that is faced with growing demands in an already financially trying time.

Programme Period:	September – December 2014
Key Result Area (Strategic Plan):	Social protection and poverty reduction with a focus on vulnerable groups
Atlas Project ID:	00086921
Atlas Output ID:	00074593
Start date:	September 2014
End Date:	31 December 2014
PAC Meeting Date:	2 September 2014
Implementation modality:	NIM

YYYY AWP budget:	USD \$35,000
MULTI YEAR INDICATIVE Budget	_____
<i>(Subject to the availability of the necessary funds to the UNDP)</i>	
• Regular	Regional TRAC USD 35 000
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	_____
In-kind Contributions	_____

Agreed by (Implementing Partner):

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Agreed by UNDP:

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I. ANNUAL WORK PLAN YEAR: 2014

Key areas of UNDP Strategic Plan 2014-2017:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

UNDAF /M-CPAP OUTCOME/UNDP Strategic Plan 2014-2017 Outcome:

Primary Outcome

UNDAF Priority: Social protection and poverty reduction with a focus on vulnerable groups: UNDAF Output: 3.8: Decent work agenda, inclusive markets and green jobs are promoted in micro/small/medium enterprises

M-CPAP OUTCOME Indicators

Programme Component Result 2: MDG Acceleration Plans developed and implemented to respond to national development gaps as prioritised by countries, and including MDG and Caribbean MDG targets related to education and human development for employment, poverty reduction and natural resources management.

M-CPAP UNDAF Priority: Social protection and poverty reduction with a focus on vulnerable groups.

M-CPAP outcome indicator: Number of countries with articulated, coordinated and well-defined social protection poor/vulnerable disaggregated by sex and age; percentage of poorest quintile in national consumption by sex and age; Number of countries with defined MDG Acceleration Plans aligned with national/regional growth and social protection/poverty reduction policy strategy targets; number of countries implementing MDG Acceleration Plans.

CONTRIBUTING TO M-CPAP OUTPUT:

M-CPAP output: Articulated, coordinated social protection systems that address resilience in productive sectors including micro-enterprises, and that support inclusive growth and reduce vulnerability. Gender Marker Rating and Motivation – 2: Female-headed households have high levels of income poverty and dependency. This output directly addresses policy and systems aimed at reducing vulnerability – among key vulnerable groups including women and PLHIV – and strengthening resilience.

CONTRIBUTING TO M-CPAP 5 year target: Social protection and poverty reduction with a focus on vulnerable groups

*Please note that quarterly fund disbursements are contingent upon completion of quarterly activities and that no funds will be disbursed until outstanding funds are spent. Quarterly expenditures are indicated in the “quarterly output targets” specified below, and will be added to comprise the disbursement per quarter.

Annual OUTPUTS	PLANNED ACTIVITIES	Quarterly Output Targets				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
UNDAF Priority: Social Protection and Poverty Reduction with a Focus on Vulnerable Groups – Decent work agenda, inclusive markets and green jobs are promoted in micro/small/medium enterprises Output 1: Attainment of Certification of Vocational	1.1 Assessment and Certification of Vocational Qualification (CVQ) 140 women (US\$55.55 per person)			x	X		UNDP Core (TRAC)		6,667.00

<p>Qualification</p> <p>Baseline Large number of women are unemployed or underemployed. 140 participating in this programme aiming to acquire new/diversify their skill base</p> <p>Target 140 women obtain skills training and are actively engaged in seeking and or are gainfully employed</p> <p>Indicator 140 women trained in new skills in non-traditional</p>									
<p>UNDAF Priority: Social Protection and Poverty Reduction with a Focus on Vulnerable Groups – Decent work agenda, inclusive markets and green jobs are promoted in micro/small/medium enterprises</p> <p>Output 2: Provision of training in technical skills in non-traditional and productive markets</p> <p>Baseline Women not accessing non-traditional labour market, women not able to access most productive sectors of the labour market</p> <p>Target All 140 participants obtain Certificates in Vocational Training</p> <p>Indicator 140 women successfully complete skills training in non-traditional and productive sectors of the labour market e.g.:</p> <ul style="list-style-type: none"> • General construction • Electrical installation 	<p>2.1 Technical skills instructors for 3 skill areas at: USD 8,814.81 per area</p>			x	x		UNDP Core (TRAC)		26 444.00

• Agro food processing								
Sub-total in USD								33, 111.00
Logistical costs: Logistics, travel, communications/advocacy for sharing results of work/best practices			x	x				1, 889.00
Sub-total programme management costs								35, 000.00
	Annual Audit, Evaluations, Micro assessment costs¹							
	AWP TOTAL IN USD							35, 000.00
	8% General management services²							
	AWP GRAND TOTAL IN USD							35, 000.00

1 Once a project has incurred expenditure for micro-assessment, do not budget for it in subsequent years.

2 This is chargeable on third party cost sharing

II. MULTI YEAR PROJECT STRATEGY DESCRIPTION (OPTIONAL FOR YEAR 1)

Situation Analysis:

According to the Grenada Poverty Assessment, which was conducted in 2008, 37.7% of the Grenadian population falls under the poverty line. The unemployment rate among the poor was 34.9 %. One of the most daunting effects of poverty and unemployment is the fact that it is not limited to adults but extends to children and other dependents, who are often choicely subjected to the brunt of poverty. This can and has resulted in intergenerational transmitted poverty over the years, thus it is critical that this vicious cycle be broken as our country explores sustainable development strategies and policies. Currently Grenada is transitioning from the traditional welfare programmes to empowerment programmes that can yield sustainable results through the revision of the Social Safety Nets Programmes and other relevant initiatives.

Coming out of 2008 Caribbean Development Bank Country Poverty Assessment, it has been identified that women and children are most likely to experience poverty and indigence. Some of the contributors to this phenomenon are lower levels of labour force participation, consequently women are experiencing higher levels of unemployment; disparity in the salary scale, with men earner higher incomes than women; and high levels of female headed households.

According to the Social Safety Net Assessment 2009: One out of every two children is poor and 53% of the poor are children; almost half the households in Grenada (47%) are female-headed; of these, more than 20% in the rural areas are poor as compared to 13% of male-headed households. For the urban households 44% of female heads live in the bottom 3 quintiles as oppose to 18.6% for the males. Over half the female heads (56%) are unemployed compared with the male heads where only a quarter has no work.

Training Activities and Duration

Particulars	Hours/Days	Months
Life Skills (60 hours) and Vocational Training (340 hours) (Total of 400 hrs)	4 hrs per day for 4 days a week	5 months
Internship (160 hrs)	8 hrs per day for 5 days a week	1 month
Contingencies and closing of project		1 month
Total for training		7 months

Methodology:

1. Technical courses will be delivered in accordance to curriculum guidelines and prescribed lecture hours as established/approved by the National Training Agency
2. Life skills training will be delivered to all participants for one hour each day before technical training commences
3. Technical training will be delivered in accordance to industrial standards
4. Participant will be continuously accessed to measure progress
5. Collaborate with the National Training Agency to ensure courses are CVQ or NVQ certified and all standards are adhered to

Results framework:

The project document supplied for the Women’s Training Programme has outlined the following results framework for the overall project:

ACTIVITIES	OUTPUT	OUTCOME	IMPACT	MEANS OF VERIFICATION
Selection of participants	<i>140 participants are selected in accordance to developed criteria</i>	<i>90% of women who participate possesses the requisite ability and successfully completes at least one course</i>	<i>Increased employability of women</i>	<i>Filed research document/ number of certifications completed</i>
Conducting Training	<i>140 participants trained in one of 6 vocational areas</i>	<i>Participants apply training efficiently and it contributes to their financial development</i>	<i>Support to poverty reduction among participants and potentially on a larger scale in the long term</i>	<i>Report from the Ministry of Social Development and Housing</i>
Monitoring and Evaluation	<i>Reports are completed and submitted on time</i>	<i>Required projects adjustments are made and objectives are met according to set targets</i>	<i>Results are used to inform similar initiatives (recognised best practise)</i>	<i>Monitoring and Evaluation Reports</i>
Administrative Activities	<i>All required Administrative activities conducted (transportation, etc)</i>	<i>Training is delivered on time and in accordance to planned activities</i>	<i>Project is successfully implemented</i>	<i>Service provider progress and final reports</i>

Key area of UNDP strategic Plan:				
UNDAF / CPAP OUTCOME				
CPAP OUTCOME Indicators				
CONTRIBUTING TO CPAP OUTPUT				
CONTRIBUTING TO CPAP 5 year target				
INTENDED PROJECT OUTPUTS over 5 years	OUTPUT TARGETS FOR each year	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET
<i>Output 1</i>	Year 1 Target	Year 1 Activities		
	Year 2 Target	Year 2 Activities		
<i>Output 2</i>	Year 1 Target			
	Year 2 Target			

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 UNDP Sub-regional Office for Barbados and the OECS will work in tandem with the Ministry of Social Development and Housing to ensure the outcomes of the project are met. Accountability for the management of results and for reporting on outcomes will rest principally with the

Ministry of Social Development and Housing, with guidance from the UNDP SRO where needed/requested. All reports will be submitted to the UNDP (focal point) in the Ministry of Finance in addition to the respective UNDP SRO person responsible for oversight of this annual work plan. The UNDP SRO will maintain direct contact with the responsible parties at the Ministry of Social Development and Housing regarding the progress of the project.

Funds will be disbursed directly to the Ministry of Social Development and Housing and the required financial reporting is to be undertaken by the same. The Ministry of Social Development will disburse funds as appropriate to the national service provider the New Life Organisation (NEWLO), who will be contracted out by them to undertake the activities outlined in this AWP. The Ministry of Social Development will be responsible for targeting and selecting participants for the training. However the above responsibility does not prohibit the Service Provider, NEWLO from making recommendations.

Ministry of Social Development and Housing will monitor the implementation of this programme and can visit the sites of delivery and attend sessions with or without prior notice. Ministry of Social Development and Housing can also request other material such as lesson plans.

The Ministry will also be responsible for:

- Arranging for transportation of the participants to and from the training sites for the teaching sessions;
- Making payments for the facilities for training in Agro-processing and Restaurant & Bar Services, where those venues are not under the control of the Service Provider and incur a cost for use;
- Reproduction of the training manual for the Life Skills course, made available by the Service Provider
- Printing certificates of completion, designed in collaboration with the Service Provider
- Organizing and meeting the costs of a graduation ceremony or other similar closing activity

IV. MONITORING FRAMEWORK AND EVALUATION

On-going monitoring will be conducted by the contractor (NEWLO). This include: recording of participants' attendance and submission of attendance register; collection of participants' progress information; development and delivery of assessment methods; monthly reports on training and submission of full quarterly reports and end of contract report. General oversight will be conducted by key staff in the Ministry of Social Development, which will be led by the Senior Programme Officer in the Division of Gender and Family Affairs. Contract and Terms of Reference will be continuously observed to ensure deliverables are delivered in accordance to agreed terms and conditions. Bi-Monthly meetings will be held with the service providers (NEWLO) and the Ministry to ensure implementation is as seamless as possible. All reports will be submitted to the UNDP (focal point) in the Ministry of Finance

Additionally, 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 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						
Annual Outputs	Planned activities	Month of completion	Responsible party	Budget	Monitoring framework	
				Amount	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			
Annual 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	

Annex 3

Agreements: as applicable, any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs³ (where the NGO is designated as the “executing entity”) should be attached.

Annex 4

Capacity Assessment: as applicable, results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

³ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.