United Nations Development Programme
Regional: Developing the OECS Youth Strategy, By Youth for Youth
Project Document

Project Title:	**Developing the OECS Youth Strategy - By Youth for Youth**
	UNDAF Outcome 3: Social Protection and Poverty Reduction with a focus on vulnerable groups
UNDAF/CPD Outcome:	**UNDP Subregional Programme Document:** Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups
	UNDP Strategic Plan 2014-2017 Outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
	OECS Commission Goal: Create an enabling environment and expanding opportunities for all the youth of the region to realize their potential and fulfil their responsibilities.
	Output 1: OECS Youth Strategy developed and endorsed and disseminated
Expected Output(s):	Output 2: OECS integrated digital portal for youth created
	Output 3: Youth participation in governance and development processes at the sub regional level increased
Implementing Partner:	OECS Commission

Brief Description

Youth represent at least 1/3 of the population of the OECS region. There are several critical issues regarding youth in the OECS region which include health, social, economic, educational and sustainability challenges. In resolving those issues youth are an integral partner and should be actively engaged in developing creative solutions to the issues which confront them. In order to reach out to the youth of the region technology will be used in addition to traditional methods to develop an OECS Youth Strategy. More specifically, an integrated digital portal using both social media and a website is proposed to access the youth, engage them and receive feedback. Further to this there will be some level of digital marketing through an OECS centric youth brand for the strategy (both for development and implementation of the strategy). This forms part of the Development of the OECS Youth Strategy which will also engage youth and other relevant stakeholders through focus group interventions and national consultation in all OECS Member States. This Strategy is expected to create a conducive, engaging environment which will enable:

- *Provide an update to determine the state of the OECS youth*
- *Develop an understanding of the 21st Century challenges*
- *Give the OECS Youth a voice*
- *Advance the creativity of the youth*
- *Increase strategic investment in the youth*

Strategic Plan Output: Output 1.1. Regional, sub-regional and national policies have the necessary analytical perspective and strategic planning tools to promote Human Development with special emphasis on the structural factors of inequality	Total resources required: 325,093.39
	Total allocated resources: ————
	Regular 23,760.00
	Other:
	Donor: ————
	Donor: ————
	Government: ————
	Pipeline: ————
Atlas Project ID: 00092435/00097154.	Unfunded: 301,333.39
Start Date: 3 November 2015	In-kind Contributions 102,371.00
End Date: 31 December 2016	
PAC Meeting Date: 3 November 2015	

Agreed by (Implementing Partner): _____ Date: 21 DEC 2015

Agreed by (UNDP): _____ Date: 14 December 2015

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I. DEVELOPMENT CHALLENGE

Youth are a significant 33% of the OECS population and are currently faced with a high level of social and health risks, unemployment and educational challenges. According to the Draft Report of the CARICOM Commission on Youth Development (CCYD) 2010, "Levels of youth unemployment in the Region are among the highest in the world. Many youth confirm what some experts conclude, namely that the system of education does not prepare them adequately for the regional and global labour market. Rapid advances in ICTs over the past few decades have created a serious mismatch between the education system and the world of work, and the knowledge, skills, values and attitudes of young people in the work force lag behind those required by the private sector."

Indiscipline, crime and gang activities in schools and communities are of concern to the youth and citizenry. Incessant exposure to crime and violence can lead to emotional imbalances, high levels of stress and grief. The youth and citizenry are fearful with perceptions of a lack of safety and anxiety for their general well-being. Consequently this has sometimes resulted self-imposed curfews, diminished participation in community activities, restriction of night-time activities and changes in social practices diminishing the quality of life of the citizenry.

HIV/AIDS is one of the main causes of death among youth, followed by violence and motor vehicle accidents. There is also growing concern regarding increased obesity, undernourishment and substance abuse mental health challenges and suicides.

There are several critical issues that the regional education system has to contend with, including, high attrition rates, due to poverty, and low male motivation. Low early childhood education intake rates consequent to a significant proportion of children not entering school at the prescribed age. There is also the alarming overall low CSEC / CXC examination performance with only 23% average of the cohort achieving grades 1, 2 or 3 in five or more subjects including English and mathematics. The declining proportion of males at the tertiary level is also a concern. Sufficient access to tertiary education is still a problem. In terms of the relevance of education, current curriculum options and delivery systems are not responsive to the skills, interests and needs of a substantial section of the youth.

Youth are mainly perceived as the beneficiaries of services and products rather than as strategic partners in policy development and implementation. The decline of vibrant National Youth Councils and the absence of a legitimate democratic regional youth network have averted opportunities for positive levels of youth engagement and influence in national and regional agendas.

The imminent threat to the region's cultural identity posed by cultural influences from North America and other more developed societies is also a challenge. There is a fear that traditional morals, values and an appreciation of the region's cultural heritage are being eroded.

The OECS Economic Union is key to the optimal development of our Member States and the youth who form part of the citizenry. Its success is heavily dependent on the

participation, commitment, knowledge, skills, values and attitudes of the youth. Young people are a significant yet under-utilised resource key to the development of communities, our Member States and the region. They are the section of the population best positioned by virtue of their creative capacity to play a significant role in creating, supporting and leading dynamic responses to the ever growing challenges of regional integration, globalization, climate change, social and economic development. However, limited deliberate and significant efforts to gain their participation and commitment have proven mostly unsuccessful. There is a need for urgent and critical action to develop an understanding of the 21st century OECS youth, recognise the significance of their contribution to the region, restructure, change, and invest in crucial areas for their development, fostering a radical shift towards creating a partnership with the youth to secure successful social and economic outcomes in our communities, Member States and the OECS Region.

II. STRATEGY

In light of its significance, the OECS Youth strategy is expected to be a central element of the OECS Growth and Development Strategy (OGDS). The underlining approach is to empower the youth as main contributors to the Youth Strategy. As the West Indian Commission Report, Time for Action, 1995 stated, "The voice of the youth has been recognised as an important dynamic in the evolution of regional strategies and youth involvement in the process of seeking solutions is increasingly considered vital because the decisions made now will have an effect on the decisions of the future leaders."

The OECS Youth Strategy will comprise seven (7) pillars including:
1. Education and Training
2. Healthy Lifestyles
3. Citizenship and Identity
4. Child / Youth Protection
5. Creativity & Culture
6. Employment & Entrepreneurship
7. Environment & Climate Change (sustainable development)

In an effort to ensure coherence with our international / development agencies, national and community programmes a compliance gird will be developed to highlight ongoing programmes and projects. The Strategy is expected to be developed with an integrated approach encouraging innovative and exciting interventions that are cross cutting. According to Dr. Didacus Jules (2015) "In this era of human existence, global problems are also local pre-occupations. Whether we are speaking of the economic crisis, or climate change, food, energy or water – there is a local manifestation of the problem that is urgent and inescapable. Global or local, the problems are interconnected and consequently their solutions must also be integrated. Historical experience has shown that piecemeal solutions can no longer be expected to impact problems of the magnitude that we now face."

The Strategy will aim to employ the capabilities of the youth as well as to encourage, facilitate and provide opportunities for the OECS youth to achieve their fullest potential. It will necessitate the development of policies that are clear and realistic and the re-evaluation and modernisation of existing policies. The Guiding Principles in developing the Strategy include:

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1. Have a clear understanding of the fundamental things that need to be done in each pillar to a) address the core problems and b) create a different future.
2. Recognise and ensure that the programmes for each pillar reinforce and enrich each other.
3. Ensure that we increasingly engage youth so that they become the drivers of these initiatives and we become the supporting cast.

With the adoption of Sustainable Development Goals in September 2015 by United Nations Member States, there is a renewed focus is to end poverty, hunger and inequality, take action on climate change and the environment, improve access to health and education, and build strong institutions and partnerships, by 2030. With 17 new accompanied by 169 targets it is important for young people to play a critical role in order if Member States are to succeed in achieving the SDGs and leaving no one behind. Governments must therefore seek to meaningfully engage young men and women in the planning, implementation and monitoring of these ambitious goals and targets.

III. RESULTS AND PARTNERSHIPS

At the 2nd Meeting of the OECS Council of Ministers for Human and Social Development held on March 24th, 2015 the OECS Director General presented a framework for an OECS Youth Strategy which was endorsed by all Ministers present. An internal committee was established within the OECS Commission to initiate activities towards the development of the strategy including creating a pool of information relating to youth projects, programmes and initiatives in the region. A general analysis of the current status of the youth was integrated into the framework.

The OECS Commission has initiated discussions with youth & youth leaders to gain their input and participation in ensuring the development of an innovative and exciting Youth Strategy to form part of the Commission's work programme. Several youth focus group discussions are planned to take place in the OECS Member States, beginning in Saint Lucia in an effort to crowd source ideas from the youth for the development of the strategy.

The focus group sessions will also engage youth leaders in the various communities, the national youth council, government and non-government organizations involved in youth development. The reports and other outputs from these focus groups will be used to develop a voice of the youth matrix highlighting the various ideas and initiatives highlighted by the youth in line with the pillars established.

Discussions will also take place via virtual hangouts as part of a distinctively branded and integrated virtual media campaign that is expected to reach approximately 80% or more of OECS youth to keep them engaged in the process by sharing information on the strategy and continuously receiving information from them via blog, Facebook and Twitter discussions on various youth related issues. The youth integrated portal will also showcase several OECS youth who are engaged in remarkable ventures including:
1. OECS youth entrepreneurs
2. OECS youth artistes (music, dance, etc.)
3. OECS Youth in sports
4. OECS top achievers in Education

The portal will also provide information on scholarships, youth employment opportunities, host webinars and provide data on youth.

Applying the information crowd sourced from the youth and the compliance grid, several national and regional consultations will be held to develop a draft youth strategy and action plan. As a cost saving measure some of these consultations will also be held virtually.

This forms part of the process towards the development of an OECS Youth Strategy that will guide the work of the OECS Commission in addressing the needs and aspirations of youth within the Eastern Caribbean. The main aim of the OECS Youth Strategy is to develop an integrated youth development approach that embraces in particular education, health, entrepreneurship, employment, child protection, creativity, culture, sports and youth leadership. To achieve the above, the Strategy will focus on achieving the following objectives:

1. **To develop a holistic understanding of the 21st century OECS youth** - It may seem that current youth policies are obsolete, inadequate and sometimes a challenge to implement. Current investments in programmes for youth development are proving to be ineffective, misdirected and not producing the necessary outcomes. In the past two decades reading, writing and arithmetic was the foundation for developing academic curriculum for youth. Today the youth are faced with rapid changing technology, new environmental challenges and therefore their educational needs will no longer be met solely within the context of textbooks. It's a new era. The challenges of the OECS youth today are different, their needs are different. Therefore, our approaches, responses, policies and programmes must change to adequately respond to current challenges and needs.

    A full scale analysis of the challenges and opportunities for youth in OECS is necessary to develop effective policies and programmes to substantially improve their well-being and empowerment.

2. **To protect and facilitate balanced development of the OECS youth** -The problem of child abuse has become more evident in recent years. We have a duty and responsibility to protect the young in keeping with our commitments to international conventions on child and human rights. The increasing level of frustration, depression and suicide among the youth are of grave concern. The prevalence of parental and family neglect, crime and violence, sexual promiscuity and poverty continue to plague the youth. There is a need for a holistic approach to these social issues.

3. **To advance and value the contribution and creativity of the OECS youth** - Within the context of advancing the OECS Growth and Development Strategy and the supporting Member States in achieving the SDG goals and targets, the OECS Commission will capitalize on the creativity and innovation of young men and women in order to support subregional implementing, monitoring and reporting.

4. **To increase Strategic Investment in Youth** – there is an urgent need for increased facilitation for the development of technological literacy to prepare the OECS youth

for 21st century careers, enabling them to take advantage of opportunities in the regional and international markets. There is need to address the lack of awareness with regard to environmental issues, in particular the effects of climate change, and provide business development support and technical assistance to young disadvantaged innovative entrepreneurs. There is need for the provision of social protection schemes as well as mechanisms to support and promote social and human development and education reform.

In order to execute the project, a number of key partners have been identified to support the successful execution of the project. These partners include, UN Agencies, Funds and Programmes, USAID, Caribbean Development Bank, Caribbean Community (CARICOM), Organisation of American States (OAS), Ministries of Education, Ministries of Social Development, Ministries of Youth and Sports, District and National Youth Councils, OECS Private Sector Organisations and the Commonwealth Secretariat, Regional Council of Martinique and other regional partners.

IV. PROJECT AND RISK MANAGEMENT

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of funding to formulate OECS Youth Strategy	20 October 2015	Political Strategic Financial	There is a risk that some activities will be completed with secured funding and other activities pending completion due to lack of funds	To mitigate this risk of funding gaps the OECS Commission will coordinate with potential partners to secure assistance for activities to be implemented concurrently. This would include prioritisation of activities which are interrelated. UNDP can also provide assistance with this	*OECS Commission* *UNDP*			
2	Lack of youth involvement and support	20 October 2015	Operational Strategic	There is a risk that Youth may not be as involved as anticipated and give the required feedback relevant to the development of the strategy.	In order to mitigate this, youth will be involved in all phases from strategy formulation to implementation. Youth Champions will be engaged in all Member States in order to support youth outreach in the member states throughout the process. A digital media strategy is intended to	*OECS Commission*			

					attract and engage youth through social media platforms.	
3	Lack of buy-in and support from OECS Member States	20 October 2015	Political	There a risk that OECS Member States will be reluctant to align and buy-in to the process due to plethora of strategies and actions plans at the global and regional levels.	In order to mitigate this, ongoing engagement with Ministers and Directors of Youth will be undertaken to ensure their buy-in to the strategy formulation process and action planning.	*OECS Commission*

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Regional Programme Document Results and Resource Framework:

UNDAF Outcome 3: Social Protection and Poverty Reduction with a focus on vulnerable groups

UNDP Subregional Programme Document:: Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups

Applicable Key Result Areas (2014-2017 Strategic Plan Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Applicable Key Result Areas UNDP Barbados and the OECS Programme Outcome: Outcome Area 13: Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups

Partnership Strategy: In order to execute the project, a number of key partners have been identified in order to support the successful execution of the project. These partners include, UN Agencies, Funds and Programmes (UNDP, UNICEF, FAO, UNESCO) Caribbean Development Bank, Caribbean Community (CARICOM), Organisation of American States (OAS), Ministries of Education, Ministries of Social Development, Ministries of Youth and Sports, District and National Youth Councils, OECS Private Sector Organisations and the Commonwealth Secretariat, Regional Council of Martinique and other regional partners.

INTENDED OUTPUTS	TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS[1]
Output 1: OECS Youth Strategy developed and endorsed and disseminated	**Baseline:** - No OECS Regional Youth Strategy in place **Indicators:**	1.1 Sensitisation of OECS Minister's and Directors of Youth on the proposed Youth Strategy; Preparation of a communication plan for the development of the OECS Youth Strategy 1.2 Mobilisation of OECS Youth Champions to support strategy	OECS Commission, Relevant youth stakeholders, Ministries relevant to Youth Development, NGOs, Other relevant Government entities	***Travel and Per Diems (71600)*** ***US$128,460*** ***Print and Publications (74200)*** ***US$23,000***

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1 To be further defined by Project Manager/ Project Inception Report for PSC approval

	Indicators / Baseline / Targets	Activities	Responsible parties	Budget
	• Existence of Regional OECS Youth Strategy • Existence of OECS Youth Actions Plans to guide implementation **Targets:** - Finalised OECS Youth Strategy - OECS Youth Strategy Action Plans in place	sensitisation, formulation and implementation 1.3 Conducting of focus groups session in 9 OECS Member States 1.4 Hosting of national and regional consultations to present findings of focus groups conducted in Member States 1.5 Formulation of draft OECS Youth Strategy 1.6 Presentation of draft OECS Youth Strategy to OECS Youth Assembly 1.7 Finalisation of draft OECS Youth Strategy and Prepare and Action Plan for implementation 1.8 Implementation of "quick-win" interventions OECS Regional Youth Strategy		*Training and Workshops (75700) US$16,200* *Contractual Services (71400) US$27,000* *Grants (72600) US$10,000* *Total: US $204,660*
Output 2: OECS integrated digital portal for youth created	**Baseline:** - 0 **Indicators:** - Existence of an integrated digital portal for youth - Percentage of OECS youth utilising portal **Targets:** - Platforms to channel youth	2.1 Creation of a Youth Centric Brand for the Strategy 2.2 Development of an interactive social media platform for youth engagement in the preparation of the OECS Youth Strategy 2.3 Development of a website that is integrated with the social media platform for youth engagement and empowerment 2.4 Roll out and management of the OECS integrated digital portal for youth	OECS Commission Consultant Relevant Youth stakeholders	*National Consultants: US$20,000*

	participation in strategy formulation in place . Online portal launched . Online portal utilised by youth in Member States			***Training and Workshops (75700) US$4,200*** ***Travel and Per Diems (71600) US$52,460*** ***US$56,660***
Output 3: Youth participation in governance and development processes at the sub regional level increased	**Baseline:** Limited engagement of youth in development processes in the Eastern Caribbean **Indicators:** . Existence of an OECS youth Assembly Existence of Regional Youth Council **Targets:** - No of youth participating in OECS youth governance processes - OECS Youth Assembly established and functioning - OECS Regional Youth Council established and functioning	3.1 Establishment of an OECS Youth Assembly 3.2 Hosting of the Inaugural OECS Youth Assembly 3.3 Ongoing facilitation of annual OECS Youth Assembly sessions 3.4 Establishment of an OECS Regional Youth Council	OECS Commission, Relevant youth stakeholders, Ministries relevant to Youth Developments, NGOs, Other relevant Government entities	

Output4: Project Management, Monitoring and Evaluation	Baseline: No formal monitoring and evaluation mechanism in place Indicators: Monitoring and Evaluation Strategy Quarterly monitoring reports produced Annual reports produced Targets: Monitoring and Evaluation framework in place	4.1 Establishment of a Monitoring and Evaluation Mechanism 4.2 Preparation and Implementation of a Monitoring and Evaluation Strategy	OECS Commission	
GMS (8%)				US$22,505.60
UNDP Direct Project Costing				US$21,267.79
Total				US$325,093.39

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

> **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.

> **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

> **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), is should be conducted in accordance with the project's evaluation plan.

> **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project steering committee should be raised at the next Project steering committee meeting.

Annually

> **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.

> **Annual Project Review and Report.** The Project steering committee shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project steering committee for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project steering committee and may involve other stakeholders as required.

Closure

> In the project's final year, the Project steering committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

VII. MULTI-YEAR WORK PLAN 2015/2016

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: OECS Youth Strategy developed and endorsed and disseminated	1.1 Sensitisation of OECS Minister's and Directors of Youth on the proposed youth policy				X	OECS Commission	OECS Commission		N/A
	1.2 Preparation of a communication plan for the development of the OECS Youth Strategy				X	OECS Commission	OECS Commission		N/A
Output 2: OECS integrated digital portal for youth created	2.1 Create a Youth Centric Brand for the Strategy				X	OECS Commission	UNDP	National Consultants	$20,000.00
	2.2 Develop an interactive social media platform for youth engagement in the preparation of the OECS Youth Strategy				X	OECS Commission	UNDP	National Consultants	
	2.3 Develop website that is integrated with the social media platform for youth engagement and empowerment				X	OECS Commission	UNDP	National Consultants	
	2.4 Roll out and management of the OECS integrated digital portal for youth				X	OECS Commission	UNDP	National Consultants	
	UNDP Direct Project Costing				X	UNDP	UNDP		$2,000.00
	GMS (8%)				X	UNDP	UNDP		$1,760.00
TOTAL									$23,760.00

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 1: OECS Youth Strategy developed and endorsed and disseminated Baseline: - No OECS Regional Youth Strategy in place Indicators: - Existence of Regional OECS Youth Strategy - Existence of Actions Plans to guide implementation Targets: - Finalised OECS Youth Strategy - OECS Youth Strategy Action Plans in place	1.3 Mobilisation of OECS Youth Champions to support strategy formulation and sensitisation, implementation	X				OECS Commission	TBD	Contractual Services (71400) Travel and Per Diem (71600)	US$27,000 US$4,000.00
	1.4 Conducting of focus groups session in 9 OECS Member States	X	X			OECS Commission	TBD	Travel and Per Diems (71600) Print and Publications (74200) Training and Workshops (75700)	US$72,000 US$22,000 US$11,000
	1.5 Hosting of national and regional consultations to present findings of focus groups conducted in Member States		X			OECS Commission	TBD	Travel and Per Diems (71600) Training and Workshops (75700)	US$56,600 US$1,000
	1.6 Formulation of draft OECS Youth Strategy		X	X		OECS Commission	TBD		

Activity						
1.7 Presentation of draft OECS Youth Strategy to OECS Youth Assembly	X		OECS Commission	TBD		
1.8 Finalisation of draft OECS Youth Strategy and Prepare and Action Plan for implementation	X		OECS Commission	TBD	*Pmnt and Publications (74200)*	*US$1,000*
1.9 Implementation of "quick-win" interventions OECS Regional Youth Strategy	X	X	OECS Commission	TBD	*Grants (72600)*	*US$10,000*
Output 3: Youth participation in governance and development processes at the subregional level increased Baseline: Limited engagement of youth in development processes in the Eastern Caribbean • Indicator • Existence of an OECS youth Assembly						
3.1 Establishment of an OECS Youth Assembly	X		OECS Commission	TBD		
3.2 Hosting of Inaugural OECS Youth Assembly	X		OECS Commission	TBD	*Travel and Per Diems (71600)* *Training and Workshops (75700)*	*US$52,460* *US$4,000*
3.3 Ongoing facilitation of annual OECS Youth Assembly sessions	X	X	OECS Commission	TBD		
3.4 Establishment of an OECS Regional Youth Council	X		OECS Commission	TBD		
EVALUATION						

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		X	X	X	X	OECS Commission	TBD			
- Existence of Regional Youth Council Targets: - - OECS Youth Assembly established and functioning - OECS Regional Youth Council established and functioning	Establishment of a Monitoring and Evaluation Mechanism Preparation and Implementation of a Monitoring and Evaluation Strategy									
Evaluation *(as relevant)*										
Management	UNDP Direct Project Costing									19,267.79
	GMS (8%)									20,745.60
TOTAL										301,333.39

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

National Implementation is utilised when there is adequate technical and administrative capacity of the participating national authorities (in this case OECS Commission) to undertake the functions and activities of the project. In this regard, the National Implementation Modality (NIM) has been selected as the most appropriate methodology for project implementation, with support being provided by UNDP Barbados and the OECS as required. Its execution will be responsibility of the Director General of the OECS Commission with day-to-day responsibility being provided by a designated Officer (Project Coordinator) from the Commission. The overall execution will be guided by a Project Steering Committee, comprised of representatives from the OECS Commission, UNDP, beneficiary and other representatives as identified. The Project Steering Committee will have overall responsibility for providing strategic guidance and oversight of the project. UNDP will carry out the project assurance role, as delegated by the Project Steering Committee, and on a quarterly independent project oversight and monitoring.

At the request of the OECS Commission, UNDP Barbados and the OECS can provide support services for nationally managed programmes. These support services included but are not limited to the below activities of the programme/project:
(a)   Identification and/or recruitment of project and programme personnel;
(b)   Identification and facilitation of training activities;
(c)   Procurement of goods and services;

In providing such support services, the UNDP country office shall ensure that the capacity of the OECS Commission is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office. Annexed in this project document, is a sample of the Letter of Agreement governing such support services.

Project Steering Committee: The Project Steering Committee is responsible for making, on a consensus basis, management decisions for the project when guidance is required by the Project Coordinator including recommendation for Executing Agency approval of project revisions. Project reviews by this group are made at designated points during the running of a project, when raised by the Project Coordinator. This group is consulted by the Project Coordinator for decision when their tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The Project Coordinator acts as the Secretary to the Board and is responsible for convening meetings, preparing meeting documents and follow up on Project steering committee recommendations. The Project Steering Committee will meet on a twice annually and can meet extraordinarily whenever circumstances require.

Executive/Project Director: individual representing the project ownership to chair the group.

Development Partners/Senior Supplier: individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Project Steering Committee is to provide guidance regarding the technical feasibility of the project.
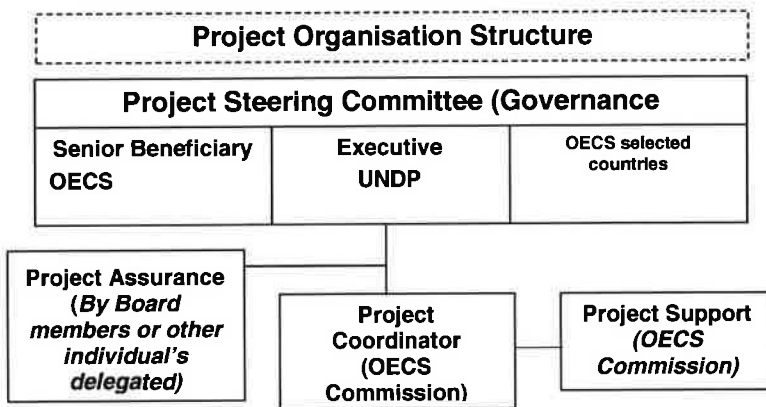
Beneficiary Representative: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Project Steering Committee is to ensure the realisation of project results from the perspective of project beneficiaries.

Project Assurance is the responsibility of each Project Steering Committee member; however the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Coordinator (OECS Commission), ensuring appropriate project management milestones are managed and completed. Regular

operational oversight will be ensured by UNDP, through the UNDP-CO in Barbados, and strategic oversight by the OECS Commission responsible for the project. This oversight will include ensuring that the project practices due diligence with regard to UNDP's Social and Environmental Screening Procedure (SESP). UNDP will provide inputs to the Project Steering Committee members regarding the criteria of general project implementation as a reference source for Project Steering Committee members to then provide inputs and directions to the OECS Commission and the Project Coordinator.

The organizational structure of the project is described below.

Figure: Overview of Project Organisation Structure

Project Organisation Structure		
Project Steering Committee (Governance		
Senior Beneficiary **OECS**	**Executive** **UNDP**	**OECS selected countries**

Project Assurance (*By Board members or other individual's delegated*)	Project Coordinator (OECS Commission)	Project Support (*OECS Commission*)

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in (a) Article 1 of the Standard Basic Assistance Agreement between the Governments and the United Nations Development Programme and (b) Article 1 of the Standard Basic Agreement between the Governments of Member Nations of the Organization of Eastern Caribbean States (OECS) signed by the parties as given below:

OECS Member States

Anguilla 7 January 1960

Antigua & Barbuda 26 August 1983*

British Virgin Islands 7 January 1960

Dominica 5 November 1980*

Montserrat 7 January 1960*

St. Christopher & Nevis 30 January 1985*

St. Vincent & the Grenadines 29 April 1983*

CARICOM Member States

all OECS member states marked *

Grenada 17 May 1976*

St. Lucia 22 July 1981*

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency'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 this agreement.

The executing agency 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Capacity Assessment: Results of capacity assessments of Implementing Partners (including HACT Micro Assessment) are available at UNDP Barbados Offices

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE

PROVISION OF SUPPORT SERVICES

HOW TO USE THIS LETTER OF AGREEMENT

- This agreement is used to provide appropriate legal coverage when the UNDP country office provides support services under national execution.
- This agreement must be signed by a governmental body or official authorised to confer full legal coverage on UNDP. (This is usually the Minister of Foreign Affairs, the Prime Minister /or Head of State.) The UNDP country office must verify that the government signatory has been properly authorised to confer immunities and privileges.
- A copy of the signed standard letter will be attached to each PSD and project document requiring such support services. When doing this, the UNDP country office completes the attachment to the standard letter on the nature and scope of the services and the responsibilities of the parties involved for that specific PSD/project document.
- The UNDP country office prepares the letter of agreement and consults with the regional bureau in case either of the parties wishes to modify the standard text. After signature by the authority authorised to confer immunities and privileges to UNDP, the government keeps one original and the UNDP country office the other original. A copy of the agreement should be provided to UNDP headquarters (BOM/OLPS) and the regional bureau.

Dear [*name of government official*],

1.   Reference is made to consultations between officials of the Government of *[the name of programme country]* (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2.   The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3.   The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
(a)   Identification and/or recruitment of project and programme personnel;
(b)   Identification and facilitation of training activities;
    (a) Procurement of goods and services;

4.   The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project,

the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5.   The relevant provisions of the [*Insert title and date of the UNDP standard basic assistance agreement with the Government*] (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6.   Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7.   The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8.   The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9.   Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10.   If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP
[Name]
[Title: Resident Representative]

For the Government
[*Name/title*]
[*Date*]

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1.   Reference is made to consultations between [*insert name of Designated institution*], the institution designated by the Government of [*name of programme country*] and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project [*insert programme or project number and title*], "the Programme" [*or "the Project"*].

2.   In accordance with the provisions of the letter of agreement signed on [*insert date of agreement*] and the programme support document [*or project document*], the UNDP country office shall provide support services for the Programme [*or Project*] as described below.

3.   Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1.			
2.			
3.			

4.   Description of functions and responsibilities of the parties involved: