

United Nations Development Programme
Commonwealth of Dominica
2014 Annual Work Plan

Project Title: Poverty Reduction and Empowerment Programme for Sustainable Livelihoods

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

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

As small island developing states (SIDS), OECS Member States face a plethora of development challenges which are characterised by their social, economic, environmental and political vulnerabilities. The Commonwealth of Dominica is no exception. Poverty in particular, continues to be of concern.

The Commonwealth of Dominica and the UNDP Sub-Regional Office for Barbados and the OECS have engaged in the successful implementation of development projects over several decades. Recent work undertaken to accelerate progress towards the MDGs and in support of Post-2015 development planning, has highlighted that while progress has been made, the Small Island Developing State, has still unprecedented levels of poverty.

The MDG Acceleration Framework and Country Action Plan 2013, notes that, “of the 28.8% who are poor in Dominica, 74.1% of them are employed. This is striking considering that most studies on poverty identify employment as an avenue out of poverty. This introduces underemployment as a factor in understanding poverty. So that while a significant number of the poor are unemployed, employment is insufficient on its own to break the cycle of poverty, and high levels of employment among the poor coincide with high household dependency ratios, i.e., high pressures on the productive household members by those not in the labour force, which further constrains the overall capacity of that household to become less poor. The data also suggest that the relatively high levels of unemployment and weaknesses in the labour market reflect the above-discussed high repetition and dropout rates with low skill levels”.

In response to the situation of poverty in the country, the Commonwealth of Dominica Third Medium-Term Growth and Social Protection Strategy (GSPS) 2012-2014 posits that the creation of sustainable employment and income earning opportunities as being critical to the reduction of poverty in the Commonwealth of Dominica. The Country Poverty Assessment Report (CPA) 2008/09 also recommended a focus on education as a vehicle towards improving the life chances of poor people towards upward mobility in the society. The CPA notes that Primary Level Education was the highest level of educational attainment for the largest number of men and women: 26.6 percent of male household heads and 23.5 percent of female household heads had gained at most a primary level education.

Furthermore, Dominica is known to have an aging population, which requires attention to poverty mitigation and alleviation among persons able to work, and for elderly populations with little or no family supports and are unable to care for themselves.

Therefore, this AWP will invest in strengthening the work previously done under the Community Enhancement and Empowerment Programme (CEEP), the adoption of the MDG Acceleration Framework (MAF) developed and the continued support for the development and implementation of Multi-dimensional approaches to Poverty Measurement (MPM) in addition to supporting the following:

- a. Yes We Care Programme which was an initiative officially launched on 22nd June 2009, with the programme beginning on 21st September 2009. The programme was implemented through the Welfare Division of the Ministry of Community Development, Culture, Gender Affairs and Information. The rationale for the programme rests in the reality that there are a number of elderly persons in Dominica who are in dire need of care and attention because:-
 - a) family members had migrated
 - b) family members were unable to provide for them as a result of sickness, poverty and or unemployment
 - c) persons simply no longer cared for their elderly.

The Yes We Care Programme provides Home Care for about 250 elderly housebound and disabled persons from Mondays through Fridays.

b. A capacity enhancement initiative aimed at strengthening local governance is included as part of this work plan with the aim of strengthening the Local Government System in responding to the current needs of communities around Dominica. This initiative will also lend support to the Local Government Reform process in bringing practitioners together to discuss the way forward.

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:

- Provide support for the implementation of recommendations for MDG acceleration to better strengthen the capacities of social and economic development systems and services, with a forward looking view Post 2015.
- Support evidence based policy formulation for social protection and poverty reduction through support for multi-dimensional approaches to poverty measurement, this in conjunction with the OECS Secretariat and other OECS Member states;
- Enhance technical services in managing for development results

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

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

Additionally, community based initiatives under the CEEP will see gender cooperation built between women and men in the participation in leadership and empowerment training, as well as skills training enterprises. It has been noted that females typically seek to participate in the CEEP programme and there tends to be an overrepresentation of females which will be addressed this year.

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

Participation in the development and implementation of multi-dimensional approaches to poverty reduction will be undertaken in tandem with the OECS Secretariat and other OECS Member States. In particular, countries are engaged in the sharing of best practices in this area, with a focus on Labour Force Survey adaptation as implemented by Saint Lucia. This will be expanded to Dominica, Grenada and Antigua as a way of introducing multi-dimensional poverty as a way of adapting survey design.

F. Risks and Implementation Challenges

Key identified risks include limited capacity for monitoring and evaluation, and potential reporting constraints as a result of limited implementation capacity of national partners. Human resource constraints have led to a small number of personnel responsible for multiple processes which depend exclusively on their particular inputs.

Programme Period: January – December 2014
 Key Result Area (Strategic Plan): Social protection and poverty reduction with a focus on vulnerable groups
 Atlas Project ID: 00086740
 Atlas Output ID: 00074241
 Start date: May 2014
 End Date: 31 December 2014
 PAC Meeting Date: 30 April 2014
 Implementation modality: NIM

2014 AWP budget: USD \$50,000
 MULTI YEAR INDICATIVE Budget _____
(Subject to the availability of the necessary funds to the UNDP)
 • Regular Regional TRAC USD 50 000
 • Other:
 ○ Donor _____
 ○ Donor _____
 ○ Donor _____
 ○ Government _____
 In-kind Contributions _____

Agreed by (Implementing Partner):

Agreed by UNDP:

I. ANNUAL WORK PLAN YEAR: 2014

Key area 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 / CPAP OUTCOME:

Primary Outcome

- UNDAF Outcome 2: Strengthened enabling environment for effective economic and social governance and enhanced security

Secondary outcomes

- UNDAF Outcome 2.5 Strategies to encourage/support vulnerable groups participation in government decision making developed
- UNDAF Outcome 3: Improved social protection services and systems to reduce poverty and inequality Output 3.5: A framework for improved, harmonised measures of poverty that are specific to the SIDS context
- UNDAF Outcome 6: social, environmental and economic data collection is harmonised and access increased for use in policy and decision making processes at the sub-regional and national levels; Output 6.1 A regional framework of harmonised data definitions, concepts and indicators is developed and technical assistance is provided for socio-economic and environmental data collection and analysis

CPAP OUTCOME Indicators:

- Number of countries with defined MGD acceleration plans aligned with national/regional growth and social protection/poverty reduction strategy targets
- Framework/report of harmonised regional poverty measures that include vulnerability, exclusion and risk concepts developed
- Number of poverty assessments, strategies, and/or national development plans that reflect harmonised measures of poverty
- Number of national level plans of action developed through national consensus implemented

CONTRIBUTING TO M-CPAP OUTPUT:

Programme Component: Poverty Reduction and MDG Achievement:

Programme component result 1: By 2016, equitable and inclusive macro and sectoral national and sub-regional priorities are developed based on integrated collection and analysis of relevant economic, social, environmental and other data and based on measures of poverty and human development that capture the multiple deprivations of vulnerable groups. This will include: An integrated data framework for effective monitoring and evaluation and the development of inclusive, pro-poor policy

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 capacity development for employment; poverty reduction and natural resource management

Programme Component: Governance: Although programme components under the M-CPAP do not speak directly to Local governance as it the focus of the Local Government programme outlined here, it is in alignment with UNDPs principles on democratic governance and contributes toward the creation of an enabling

environment and community led development.

CONTRIBUTING TO CPAP 5 year target

Annual OUTPUTS	PLANNED ACTIVITIES	Month of completion	RESPONSIBLE PARTY	PLANNED BUDGET		
				Funding Source	Budget Description	Amount USD
<p>Output 1: Multi-country Action Plan (M-CPAP programme component – poverty reduction and MDG achievement)</p> <p>UNDAF Outcome 2: Strengthened enabling environment for effective economic and social governance and enhanced security</p> <p>UNDAF outcome 3: Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups</p>	<p>Support for the continuance of the CEEP with a view to enhance monitoring and evaluation for better assessment of the impact of the programme, as an investment in sustainability and to ensure follow up with past participants and the provision of follow up activities for them. This will also see the purchasing of relevant equipment as elaborated in II below.</p>	<p>To be commenced in the second quarter and completed no later than 31 October 2014</p>	<p>Ministry of Finance, Government of the Commonwealth of Dominica</p>	<p>UNDP Core (TRAC)</p>		<p>17,000</p>
<p>Output 1: Multi-country Action Plan (M-CPAP programme component – poverty reduction and MDG achievement)</p> <p>UNDAF Outcome 2: Strengthened enabling environment for effective economic and social governance and enhanced security</p> <p>UNDAF outcome 3: Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups</p>	<p>1. Conduct Training in governance in 7 Districts</p> <p>2. Host National Consultation on Local Government Reform.</p>	<p>To be commenced in the second quarter and completed no later than 30 June 2014</p>	<p>Ministry of Finance, Government of the Commonwealth of Dominica</p>			<p>10,000</p>

Output 3: (UNDAF output 3.5) A framework for improved and harmonised measures of poverty that are specific to the context of SIDS	Strengthening the capacity of the National Statistical Office (NSP) to undertake the adaptation of the Labour force Survey (LFS) to include indicators that will address multi-dimensional poverty measurement (MPM) (this can be a joint initiative with other countries also participating in MPM development and implementation) Equipment purchases as needed.	To be commenced in the second quarter and completed no later than 31 October 2014	Ministry of Finance, Government of the Commonwealth of Dominica and UNDP Sub-regional Office for Barbados and the OECS	UNDP Core (TRAC)		13,000
Output 4: Support implementation of recommendations towards MDG acceleration Related CP outcomes: Strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on vulnerable groups	Undertaking of a consultation for the formal adoption of the MDG Acceleration Framework and to supplement implementation of programmes as relevant to MDG acceleration	To be commenced in the first quarter and completed no later than 30 July 2014	Ministry of Finance, Government of the Commonwealth of Dominica	UNDP Core (TRAC)		5,000
Sub-total in USD						45,000
	Logistical costs: Logistics, travel, communications/advocacy for sharing results of work/best practices					5,000
Sub-total programme management costs						
	Annual Audit, Evaluations, Micro assessment costs¹					
						50,000
						8% General management services²
						AWP GRAND TOTAL IN USD
						50,000

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: General Overview

The impacts of the Global Financial Crisis has created severe challenges for countries particularly the Small Island Developing States (SIDS). Dominica has not been immune to these challenges given its vulnerability to external shocks. While the impacts of the crisis were muted in 2008 and mild in 2009, the brunt of the impact has been lingering from 2010. The Global Financial Crisis came on the heels of challenges experienced in the early years of the new millennium when negative growth of 4% in 2001, followed by a further contraction of 5.1% in 2002 left the economy fragile and highly vulnerable.

The 2009 Country Poverty Assessment concluded that 28.8% of the population was deemed poor a reduction from 39% in 2002 with unemployment rate at 13.9% a reduction from 26% in 2002. The report also concludes that children and youth account for over 52% of the poor population. Among the poor 74% are employed which points to issues of underemployment as well as unemployment.

In response to issues of poverty and social deprivation the Government over the years have implemented a wide range of social protection programmes that have been credited for the improvements in the decline of poverty between 2002 and 2009. The Growth and Social Protection Strategy (GSPS) encapsulates government's main strategy to achieving economic growth and poverty reduction. This annual work plan is one of the tools among others through which the government intends to address some of the issues identified in the Country Poverty Assessment and other macroeconomic reviews of the country. The main focus of the implementation of the GSPS has been community empowerment for alternative and sustainable livelihoods.

CEEP and Local Government components

The "Capacity Enhancement and Empowerment Programme (CEEP)" has as the following objectives:

- Provision of training for community persons in Continuing Education Literacy, Sewing, Woodwork, CSEC, Food Preparation and Presentation, Cake Decorating, Fish Pot Making, Capacity Building
- Reduce adult illiteracy rate in the community of Penville.
- Equip learners with essential life skills for personal and community development
- Build the capacity of the community for income generation and self-reliance
- Increased capacity to continue CEEP through purchase of equipment
- Enable beneficiaries and their families to attain improved living conditions and a better quality of life;
- Provide equitable and adequate access to literacy education to youth and adult women and men
- Build a culture of lifelong learning among adult learners; and
- Empower marginalized and vulnerable groups in society to participate fully as partners in development.

In tandem with the work being undertaken in the CEEP project this year, the local government programme will also feature in participating communities, as a way of contributing to the sustainability of the work being done. This will compliment an integrated approach to development initiatives related to poverty reduction and sustainable livelihoods

Local Government Programme Background

The Local government Department's programme objective is to ensure good governance, strengthen the capacities of local authorities and other community based organisations, implement disaster management initiatives, provide access to resources for participation in social and economic development programs, implement community projects, promote and preserve cultural heritage and create the environment for enterprise development.

The key strategies includes, promoting Community Development to improve social stability and enhance community self-reliance, enable employment creation for the poor and vulnerable within communities through community entrepreneurship, and strengthening the Institutional capacity of community based organizations and local authorities.

The Local Government System in Dominica is established by Statutes and comprises three municipal councils, one Carib Council and thirty-eight (38) Village Councils. The Municipal Councils and the Village Councils serve a three (3) year term while the Carib Council has a five (5) year term. The Councils are charged with the responsibility for the good government and improvement of the Village District/municipality as outlined in their legislation.

The Government of Dominica embarked on a process of reform of the Local Government system commencing in 1998. Several phases were identified for implementation including the development of a Policy on Local Government and updating of legislation to govern local government bodies.

The second phase of the process of Local Government Reform in Dominica commenced in **2007**. The objectives of this phase of the reform process were as follows: reviewing existing legislation pertaining to the Local Government System in Dominica, formulate a National Local Government Policy, develop a comprehensive Local Government Act and develop harmonized by-laws for each grouping of Local Authorities.

A participatory and consultative approach was adopted in the reform process in an effort to obtain maximum involvement of all stakeholders.

A consultancy was implemented in 2007-08 to achieve the objectives outlined above. The Local Government Reform Committee (LGRC) which serves as the Project Steering Committee (PSC) was mandated to have overall oversight over the process and to work closely with the consultants contracted to the project. The PSC received the final draft reports from the consultants in September of 2008 and took the following steps. Set up a special review committee to review the reports and report the findings back to the PSC in two months.

Studied the findings of the review committee and agreed on a way forward to bring the process to its completion
Organize consultations in keeping with the scope of services in the Terms of Reference of the Consultancy.

Several consultations were held and based on the feedback, it was recognized that there was a need to obtain a more comprehensive set of Harmonised By-Laws.

In January 2011, a Legal Consultant was engaged to develop a set of Harmonised By-Laws for the Councils with a view to accomplishing the determined scope of work.

A National Consultation was held in May, 2011 to review the Harmonised By-Laws submitted by the Consultant. The feedback from this consultation required further review of the proposed Local Government Act which was presented in the 2007 consultancy

In an effort to strengthen ownership of the process a National Consultation is being planned to enlighten stakeholders on the outcome of the reform exercise during Local Government Month, May 2014, provide local government practitioners with knowledge and skills at the District level, and create a platform and the way forward.

Multi-dimensional Poverty Measurement

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

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

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

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

As such, this AWP will seek to further support the Central Statistical Office of the Commonwealth of Dominica in ensuring that the adaption and implementation of the short term MPI can be realised. Capacity building support will be provided as well as other relevant and strategic support towards the achievement of the above.

Scope and Strategy:

Results framework: *See below re: intended project outputs*

Key area of UNDP strategic Plan: 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: UNDAF Outcome 2: Strengthened enabling environment for effective economic and social governance and enhanced security

UNDAF Outcome 2.5 Strategies to encourage/support vulnerable groups participation in government decision making developed

UNDAF Outcome 3: Improved social protection services and systems to reduce poverty and inequality Output 3.5: A framework for improved, harmonised measures of poverty that are specific to the SIDS context

UNDAF Outcome 6: social, environmental and economic data collection is harmonised and access increased for use in policy and decision making processes at the sub-regional and national levels; Output 6.1 A regional framework of harmonised data definitions, concepts and indicators is developed and technical assistance is provided for socio-economic and environmental data collection and analysis

M-CPAP: Programme Component: Governance: Although programme components under the M-CPAP do not speak directly to Local governance as it the focus of the Local Government programme outlined here, it is in alignment with UNDPs principles on democratic governance and contributes toward the creation of an enabling environment and community led development.

M- CPAP OUTCOME Indicators:

- Number of countries with defined MGD acceleration plans aligned with national/regional growth and social protection/poverty reduction strategy targets
- Framework/report of harmonised regional poverty measures that include vulnerability, exclusion and risk concepts developed
- Number of poverty assessments, strategies, and/or national development plans that reflect harmonised measures of poverty
- Number of national level plans of action developed through national consensus implemented

CONTRIBUTING TO CPAP OUTPUT: Programme Component: Poverty Reduction and MDG Achievement:

Programme component result 1: By 2016, equitable and inclusive macro and sectoral national and sub-regional priorities are developed based on integrated collection and analysis of relevant economic, social, environmental and other data and based on measures of poverty and human development that capture the multiple deprivations of vulnerable groups. This will include: An integrated data framework for effective monitoring and evaluation and the development of inclusive, pro-poor policy

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 capacity development for employment; poverty reduction and natural resource management

CONTRIBUTING TO CPAP 5 year target

INTENDED PROJECT OUTPUTS over 5 years May – Dec 2014	QUARTERLY OUTPUT TARGETS				INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET in US\$
<p>*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.</p> <p>Additionally, any outstanding funds from 2013 must be returned prior to disbursement of 2014 funds.</p>					<p>Quarterly disbursements are as follows for this AWP in USD: Quarter 2:\$32,000 (Output 1: \$17, 000; Output 2: \$10, 000; Output 4: \$ 5, 000) Quarter 3: (Output 3) \$13, 000 Quarter 4: (Logistics etc) \$5, 000</p>		
<p>Output 1</p> <p>Support for the continuance of the CEEP with a view to enhance monitoring and evaluation for better assessment of the impact of the programme, as an investment in sustainability and to ensure follow up with past participants and the provision of follow up activities for them. Specifically:</p> <ul style="list-style-type: none"> • Increase literacy, numeracy, leadership and academic skills of 45 residents of Penville and Woodfordhill and Dubique • Promote creative and technical skills of 40 community persons (especially young men) in the South East and South, Clifton and Woodford hill • Increase skills and techniques of 65 women and men of Wotten Waven and Woodfordhill • Increase skills of YES We Care Providers with 50 caregivers trained <p>Baseline: The target communities are among the most vulnerable and are situated in the Parishes with the highest headcounts of poverty</p>	Q1	Q2	Q3	Q4	<ol style="list-style-type: none"> 1. Conduct Literacy and Training Skills Programme 2. Conduct training programmes in Woodwork/Carpentry, Fish Pot Making, Basic Electricity, Sewing, Food Preparation and Presentation, Cake Decorating. 3. Conduct training for YES We Care Providers 4. Conduct tracer study on participants to inform future programming 5. Find placement and mentoring/apprenticeship programs for participants of the various skills training components 	<p><i>Ministry of Finance, Government of the Commonwealth of Dominica</i></p>	<p>Training for Literacy and Training Skills Programme \$13, 000</p> <p>Training for Yes We Care Programme \$4, 000</p>

<p>Indicators: Number of persons employed on short term basis by sex Number of participants trained by discipline by sex Number of participants in gainful employment following training by sex Number of participants self-employed as a result of training and support received by sex</p> <p>Targets: target communities</p> <p>Related CP outcome: Improvement in the livelihoods and socio-economic conditions of the target communities</p>							
<p>Output 2</p> <ul style="list-style-type: none"> • Increase knowledge and skills of 175 Local Government (LG) Practitioners in Local Governance • Bring together about 50 LG Practitioners to finalise Local Government Reform Initiative <p>Indicators: Number of participants trained by discipline by sex</p>		X			<p>1. Conduct Training in governance in 7 Districts</p> <p>2. Host National Consultation on Local Government Reform.</p>		\$10,000.00
<p>Output 3</p> <p>Output 2: (UNDAF output 3.5)</p> <p>A framework for improved and harmonised measures of poverty that are specific to the context of SIDS</p> <p>Increased Capacity at Central Statistical Office</p>			X		<p>Strengthening the capacity of the National Statistical Office (NSP) to undertake the adaptation of the Labour force Survey (LFS) to include indicators that will address multi-dimensional poverty measurement (MPM) (this can be a joint initiative with other countries also participating in MPM development and</p>	<p><i>Ministry of Finance, Government of the Commonwealth of Dominica and UNDP Sub-regional Office for Barbados and the</i></p>	\$10,000.00

to conduct annual LFS and other surveys				implementation) Essential equipment purchases for data processing for the Central Statistics Office (CSO) 2 desk top computers, 1 laptop, Provision of technical support to CSO in data analysis and interpretation	<i>OECS</i>	\$3,000
Output 4 Finalise MDG Acceleration Plan for implementation			X	Host National Consultation for review and adoption of the recommendations of the MAP Mobilise funding for implementation of MAP	<i>Ministry of Finance, Government of the Commonwealth of Dominica</i>	\$5,000.00
Sub-total in USD						\$45,000.00
Logistical costs: Monitoring, Logistics, Travel, Communications/advocacy for sharing results of work/best practices Annual Audit, Evaluations, Micro assessment costs	Expenditures to be completed by the 4th quarter				<i>Ministry of Finance, Government of the Commonwealth of Dominica and UNDP Sub-regional Office for Barbados and the OECS</i>	\$5,000.00
Sub-total programme management costs						\$5,000.00
	AWP TOTAL IN USD					\$50,000.00
	8% General management services³					
	AWP GRAND TOTAL IN USD					\$50,000.00

³ This is chargeable on third party cost sharing

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.*

UNDP Sub-regional Office for Barbados and the OECS will work in tandem with the Ministry of Finance of the Commonwealth of Dominica, the responsible party for the implementation of this annual work plan. The Ministry of Finance will be responsible for the reporting of country activities under this work plan, and will be the recipient of the allocated funds.

IV. MONITORING FRAMEWORK AND EVALUATION

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

- A. **MONTHLY PROGRESS REPORT:** The Implementing Partner, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports will be provided in the format provided at **Annex1**. These monthly reports will be consolidated, as required, by UNDP's quality assurance team for progress review meetings.
- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNDP project assurance team in consultation with the Implementing partner. Use the standard Risk Log template
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter, within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.

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

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

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

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

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

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

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

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

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

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

VI. ANNEXES

Annex 1 – Monthly progress report format

Project Title						
Implementing Partner						
Month/Year						
Quarterly Outputs	Planned activities	Month of completion	Responsible party	Budget	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			
Quarterly Outputs	Allocated budget	Total Expenditure	Progress on planned outputs and key successes
1			
2			
3			
Policy results and any additional results achieved			
Lessons learned, project shortcomings and solutions			
Follow-up Actions			

Annex 3

Agreements: as applicable, any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs⁴ (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)

⁴ 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.