



**Project Title:** Mt. Horne Child Development Centre

**Project Category:** Safety Protection Programme/ Early Childhood Services

**Project Start and End Dates:** November 2018 to May 2019

**Total Estimated Cost:** USD\$ 300, 000.00

**Land and building owned by:** Government of Grenada

**Implementing Partner:** Ministry of Social Development, Housing, & Community Empowerment

**Development Partner:** India-UN Development Partnership Fund

**Management Arrangements:** Ministry Infrastructure Development, Public Utilities, Energy, Transportation and Implementation.

**Local Contact Persons:**

**Mrs. Veronica Charles**

Acting Permanent Secretary

Ministry of Social Development, Housing & Community Empowerment

Telephone numbers: 1 473 440 2269/ 440 7952

Fax: 1 473 440 7990

Email: [veronica.charles@gov.gd](mailto:veronica.charles@gov.gd)

**Ms. Dawne Cyrus**

Social Worker/ Day Care Coordinator

Ministry of Social Development, Housing, & Community Empowerment

Telephone numbers: 1 473 437 2269/ 459 2729

Fax: 1 473 440 7990

Email: [dcyrus21@gmail.com](mailto:dcyrus21@gmail.com)

**Mrs. Leonora George-Buckmire**

Mt. Horne Community Organization

Mt. Horne

St. Andrew's

Signature: Charles

Date: 28/12/2018

Veronica Charles (Mrs)  
Permanent Secretary (Ag)  
Ministry of Social Development, Housing & Community Empowerment

**PERMANENT SECRETARY**  
Ministry of Social Development,  
Housing & Community Empowerment



Signature: \_\_\_\_\_

Date: December 27, 2018

Dr. Aloys Kamuragiye  
UNICEF Representative and  
UN Resident Coordinator (Ag)

## **1. Project Description:**

The aim of the project is to provide a day care service in the rural community of Mt. Horne, to low income families with children who are between the ages of six months to three years. The service will be of high quality in accordance with the requirements for the establishment and operation of Early Childhood Centres as stipulated in the Grenada National Standard. The project will support the development of the spiritual, physical, intellectual, creative, emotional, and social development of children. Provide an enabling environment where children from different, ethnic, socioeconomic and differently abled backgrounds learn to value, respect themselves, and others. One advantage is that an employment opportunity will be created for qualified persons in the rural communities of Mt. Horne and the surrounding communities. The project will utilise the National Training Agency to train staff that will can deliver early childhood services for children six months to three years.

Parents will have opportunities to enhance their parenting skills, and acquire knowledge on normal child development, and get assistance in challenged areas of child rearing. The project will utilise the support from the Mt. Horne Community Organization to oversee the construction process, in partnership with the Ministries of Social Development, Housing, and Community Empowerment, Works and Infrastructure, Heath and the Environment.

The Ministry of Works and Infrasture will be overseeing the construction and has the lead role for quality assurance. UNOPS will be engaged by UNICEF to provide additional quality assurance through a Grenada-based Project Manager. This has no impact on the GMS.

Activities include technical assistance and supervision by qualified engineers and architects, establishing two oversight committees (1) community members (2) ministerial/government persons, redesigning the existing building, procurement of construction materials, conduct pre-service training for persons identified to work in the centre, procurement of furniture, utensils, and equipment. The architect and civil engineer are employed by the Government of Grenada.

## **2. Rationale:**

The community of Mt. Horne is nestled in the rural parish of St. Andrew. The community has access to health care, primary and pre-primary school education, but no access to institutional services for infants and toddlers. Day care services imply a significant commute for child and parent. The lack of a day care services has limited mothers' access to the labour market. Older children are sometimes denied school having to remain at home to supervisor their baby siblings. Small children are sometimes left at home unsupervised and at risk. According to data collected by the Caribbean Development Bank (CDB), 25 percent of the Region's children, mainly those from poor and vulnerable families, do not have access during critical developmental years. Research has shown that there are long term benefits to be derived at a national level when countries invest in robust Early Childhood Development (ECD) programmes that include the poor and vulnerable. This includes providing facilities aligned to recognized standards required for the establishment and operation of ECD services. The provision of a model day care in a rural community will increase the number of children from poor households in Grenada, under the age of three years having access to quality early stimulation.

## **3. Construction and furnishing:**

The proposed Early Childhood Facility consists of a separate room for infants fitted with changing area with safety changing table, feeding area, rest/sleep area and play area. A separate room for toddlers fitted with rest/sleeping area, free play area. A lunch area, bath and toilet/potty area fitted with child height showers. Sand and water play area, kitchen, laundry room, staff room fitted with individual lockers, shower and toilet and rest area, toilet for visitors and parents, observation and counselling room, sick bay, office, store room. Learning centres to include, manipulative and interest centre, dramatic play, reading and quiet corner block play, art and music and a central meeting room to accommodate parent and training.

The Facility will be a two-story concrete building; children between ages 6 months to 2 years will be housed on the ground floor and administration children between ages 2 to 3 years will be housed on the top floor. The Facility will accommodate approximately sixty (60) children, twenty (20) infants and forty (40) toddlers and 15 members of staff.

## **4. Strategy to address the problems**

- Conduct a stakeholders' analysis. This analysis will be use the bottom up approach. Key stakeholders are Ministries of Health and the Environment, Infrastructure/Works, Education/Early Childhood Unit, Grenada Food and Nutrition Council, Grenada National

Training Agency, Roving Caregivers Programme, Parenting Unit, and Mt. Horne Community Development Organization. **See annex 1.**

- Engage the Mt. Horne Community Organization to spear head the clearing of the proposed site. This method will be observed as a best practice in community leadership;
- Establish two oversight committees at the government and community levels which will be responsible for the monitoring and evaluation of the project at distinct phases;
- Collaborate with the Ministries of Works and Health and the Environment as key implementing partners;
- Conduct a health and safety assessment;
- Refurbish and remodel an existing building, owned by the Government of Grenada, using the Grenada National Standard Requirements for the Establishment and Operation of Early Childhood Centers;
- The structure of the existing building was assessed by the civil engineer and the architect from the Ministry of. The Ministry of Social Development provided the National Standard on the Requirements and Establishment of an Early Childhood Institution.
- Establish monitoring mechanism using a multi sectoral technical team, and submit progress report to stakeholders, UNICEF and India-UN Development Partnership Fund (bullet points shared monthly). Additionally, the Ministry of Works will have weekly monitoring by site clerks.
- An inter-ministerial team will be established for this project. Persons will be drawn from among stakeholders.

## 5. Agreements and Responsibilities

Government of Grenada	India-UN Development Partnership Fund	Implementing Partner UNICEF
<ul style="list-style-type: none"> <li>• Provide building and lands for reconstruction and remodelling of an early childhood centre in Mt. Horne</li> <li>• Organise community brigade to clear site.</li> <li>• Transport debris from site to dumping ground.</li> <li>• Pay salaries of day care staff.</li> <li>• Monitor and supervise services.</li> <li>• Recruit and train staff</li> <li>• Procure toys, utensils, and equip centre</li> <li>• Maintain and sustain services</li> <li>• Provide timely narrative and financial reports to funding and implementing agencies</li> <li>• Fencing – approximately <b>USD\$10,000.00</b></li> </ul>	<p>Provide funds for the construction of the Mt. Horne Child Development Centre</p> <p>Allocation of funds:</p> <ul style="list-style-type: none"> <li>• Building construction</li> <li>• Electrical</li> </ul> <p>(see annex budget summary)</p> <p>(Inclusive of management fees. UNICEF 5%, UNOSSC 3%)</p> <p><b>Total: USD\$300,000</b></p>	<ul style="list-style-type: none"> <li>• Support the convening of Stakeholder in collaboration with the Government of Grenada.</li> <li>• Participate in site visits.</li> <li>• Facilitate the drawdown of funds</li> <li>• Monitor the use of funds</li> <li>• Monitor the process of construction</li> <li>• Support towards Pre-service training, toys, furniture, and equipment</li> <li>• Support the engagement of UNOPS for quality assurance in the absence of a UNICEF presence on the ground in Grenada.</li> </ul> <p><b>Total: \$USD 50,000.00</b></p>

## **6. Partnerships and stakeholder Engagement:**

Consultations will be convened with the purpose of enlightening the stakeholders on the process, milestones, and sustainability of the project. It will be used as a forum for making recommendations in the context of the designs, plans and implementation.

Oversight committees will be established with terms and conditions. Direct dialogue will be held with the Mt. Horne Community Organization, the Parliamentary Representative and other key community leaders. The Ministry of Works and Infrastructure will lead the process in building, monitoring and supervising the construction phases. The Grenada Food and Nutrition Council, Grenada National Training Agency, Ministry of Health and the Environment, Ministry of Education will work along with the Ministry of Social development, Housing, and Community Empowerment in the operation of the services.

The Government of India and UNICEF ECA will be given visibility and credit for its role supporting the initiative, including at all public and media engagements, as well as through prominent display of a plaque or similar in the building constructed by the project, and the flag, logo or relevant partnership signage at all relevant occasions and opportunities.

## **7. Resources Required to Achieve the Expected Results:**

The first phase of the project will be the clearing and preparation of the site. Persons will need equipment, tools and liquids for site clearance and health safety. This will be followed by the construction phase. The contractor will procure of materials, tools, and equipment needed for construction. After the completion of work, there will be procurement of toys, utensils, furniture and equipment for the operation of the centre.

## **8. Risk and assumption:**

There are a few risk factors associated with the construction phases of the building which will have adverse effects on the timely completion of the project. The Ministry/project management will put risk mitigation measures in place.

Risk	Mitigation measures
<p><b>Environmental</b></p> <p>Occurrence of a disaster, particularly during the hurricane season,</p> <p>Occurrence of a disaster during the operation of the centre</p>	<p>Focus will be on accelerating implementation, as much. In case a disaster occurs, support will be provided for coordination in the management of emergencies</p> <p>Have written and pictorial procedures on response in the event of a disaster such as earthquake, tsunami, volcanic eruption, flooding and land/mud slides</p> <p>Work closely with NADMA</p>
<p><b>Operational</b></p> <p>Delay in delivery of materials procurement for the project</p> <p>Delays in contractor meeting deadlines</p>	<p>Procure project tools, materials and equipment before implementation where possible</p> <p>Include mitigation clauses in contractor for the contractor and link payment to timely deliverables</p>
<p><b>Logistical:</b></p> <p>Constraints in securing skilled workers, equipment, machinery, and building materials.</p>	<p>Work with the community, other Contracting Firms, to source workers. Government to give concessions for building materials and equipment.</p>
<p><b>Financial</b></p> <p>The budget is proposed with the assumption that the approved external funding will be adequate to complete the project.</p>	<p>The Executing Ministry will mobilise in-kind resources at national and community level.</p>
<p><b>Organisational:</b></p> <p>Limited participation of stakeholders</p>	<p>Promote constant dialogue and involvement of institutions for strengthening their commitment</p>



## **8. Project and Service Management:**

This project will follow the United Nations Development Group (UNDG) Harmonized-Approaches to Cash Transfers (HACT) as implemented by UNICEF. All fully signed Funding Authorization and Certificate of Expenditure (FACE) Reports will also be shared with the India-UN Development Partnership Fund Secretariat on a quarterly basis.

Ministry Works and Infrastructure will have the overall responsibility for monitoring and supervising the constructions. Regular monitoring visits by their site clerks will be undertaken to ensure that the structure is built in accordance with the Grenada National Standard for the Requirements for the Establishment and Operation of Early Childhood Centers. There will be technical support and guidance throughout the project from Ministry of Health and the Environment. The oversight committees at the community and government levels and the implementing partner (UNICEF) will monitor progress towards intended outputs and appropriate use of resources. The day to day service will be managed by a centre supervisor and monitored by the Social Worker responsible for early childhood development. The Centre supervisor will have appropriate knowledge and skills in early childhood development, and management of an early childhood centre. Caregivers will facilitate early stimulation activities using the HighScope curriculum. Staffing ratio-for children six months to one year it shall be 1:3. Staffing for children thirteen months to twenty-four months it shall be 1: 4, Staffing for children twenty-five months to thirty-six months it shall be 1:6.

### **The Building Contractor**

- Assume full responsibility for the effective use of project resources and the delivery of outputs in the signed project contract;
- Report fairly and accurately on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project contract; and
- Maintain documentation and evidence of the proper and prudent use of project resources in conformity to the project contract

## **10. Maintenance and Sustainability:**

### **Facility:**

- Sustainability and maintenance will be the responsibility of the Government of Grenada through Ministries of Social Development, Housing, and Community Empowerment and Ministry of Works and Infrastructure in partnership with the Mt. Horne Community Development Organization.
- Forge relationship with the farming community for donations of fruits, vegetables, poultry, and ground provisions
- Create a Directory of Skills from among present and past parents to call upon when needed
- Utilise available lands to cultivate short crops
- Collection of fees from parents using the services
- Establish a parent body that will organise fund raising activities

### **Staffing:**

- Staff will be contracted to work for the Government of Grenada
- Select persons from among qualified applicants from the Mt. Horne and surrounding communities

### **Quality Assurance:**

There are some consideration to increase the engagement of the stakeholders and improve efficiency in the reconstruction phase, staff recruitment and implementation of the services. Supervision of the site by the Environmental Officer to ensure proper clearing, to ensure that the site is ready for reconstruction. Proper treatment of the building to ensure that the building is free from pesticides, and termites.

- Effective onsite supervision by Ministry of Works technical officers to ensure that the builder is adhering to the national building code.
- Regular monitoring by technical officers from the Division of Social Development, Health and the Environment, Community Health Services, School Feeding Unit, Grenada Food and Nutrition Council, during operation of the centre

- Cadre of trained staff, who are certified by the Grenada National Training Agency or related agencies.

### **11. Target and Activities:**

Target 1: Children between the ages six months to three years

Activity: Provide early childhood care and development

Target 2: Parents

Activities: Conduct classes for parent to increase their knowledge and skills in parenting  
Conduct training in soft skills

Target 3: Caregivers

Activities: Conduct pre- and in-service training in early childhood development and soft skills

Training in backyard gardening

Target 4: Community members

Activity: Training in working as a team, and leadership

### **12. Gender considerations:**

The Government of Grenada is committed to developing the full potential of all children irrespective of gender. It affirms to The Convention Rights of Child to develop without limitation of stereotypes base on gender and to develop respect for each other's rights and responsibilities.

The centre will be equipped to ensure that both boys and girls are equally encouraged to participate in all activities with due consideration for individual needs and interest.

Encourage the employment of both female and male during construction phase and ensure that tasks carried out by staff are not related to gender.

### **13. Climate Change and Disaster Management:**

The Convention on the Rights of the Child (CRC) emphasizes the right to learn in a safe and secure environment. In many instances school children become victims of hazards, accidents and other social ills while at school. In a world that is rapidly evolving with natural and human phenomena, greater efforts are needed to protect boys and girls from the impacts of hazards. These impacts can be physical, psychosocial, health, as well as, economic, more so on already financially challenged societies. (pg 15)

Integration of Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) into the Education Sector must span the entire DRM cycle. "This means considering climate and disaster risks and resilience building options when planning, implementing and monitoring all development and humanitarian activities."

14. Monitoring Framework:

Expected Outputs	Output Indicators	Baseline		Targets		Frequency	Data Source/Methodology	Responsibility for data Collection
		Value	2018	2019	2019			
<b>Output 1:</b> Refurbish and remodel building to house Mt. Horne Child Development Centre	70% of refurbishment completed		March 31, 2019		Monthly	Contractor's report	Ministry Infrastructure Development, Public Utilities, Energy, Transportation and Implementation	
	100% of: (i) refurbishment completed (ii) furniture and equipment delivered			May 31 <sup>st</sup> 2019				
<b>Output 2:</b> Institutionalize the Grenada National Standards for the operation of early child hood centres	Number of Standards implemented			60	annual	Ministry of Education records	Ministries of Social Development, Housing and Community Empowerment and Education	
<b>Output 3:</b> A Care caregiver trained to deliver a quality early childhood care and development programme	Number of caregivers trained			15		Attendance register	Ministry of Social Development, Housing and Community Empowerment	

Expected Outputs	Output Indicators	Baseline		Targets		Data Source/Methodology	Responsibility for data Collection
		Value	2018	2019	Frequency		
<b>Output 4:</b> Programme to enhance parenting knowledge and skills	Number of parent/guardians' participation			60		Attendance records	Ministry of Social Development, Housing and Community Empowerment
<b>Output 4:</b> Provide a service to support the overall development of children six month to three years	Number of children assessed			60		Developmental Checklist	Ministry of Social Development, Housing and Community Empowerment
<b>Output 5:</b> Establish oversight committees	Number of organizations represented		ongoing			Minutes of meetings	Committee persons Chair

**15. Monitoring and reporting plan:**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost (if any)
<p><b>Monitor and measure work</b></p>	<p>Progress data against the results indicators in the result framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs through financial and narrative reports.</p> <p>Overall progress monitoring.</p>	<p>Fortnightly</p>	<p>Indicator monitoring; field visits; slower than expected progress will be addressed by project management.</p> <p>Progress report will be shared via email with the implementing agency, UNICEF.</p> <p>Bullet points on progress will be shared with the India-UN Development Partnership Fund Secretariat monthly.</p>	<p>Ministry Infrastructure Development, Public Utilities, Energy, Transportation and Implementation</p>	
<p><b>Monitor and Manage Risk</b></p>	<p>Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as National Standard and building code</p>	<p>Monthly</p>	<p>Risk logs updated and maintained; risks are identified by project management and actions are taken to manage risk.</p>	<p>Ministry of Works Project Management</p>	
<p><b>Lesson Learned</b></p>	<p>Knowledge, good practices and lessons will be captured in a final evaluation</p>	<p>At the end of the project</p>	<p>Field visits and consultations; relevant lessons are captured by</p>	<p>Ministry of Works Project Management</p>	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost (if any)
			the project team and used to inform management decisions. Final lessons learned publication will be produced.		
<b>Quality Assurance</b>	The quality of the project will be assessed against National ECD quality standards to identify project, and building code, strengths and weaknesses and to inform management decision making to improve the project.	Monthly	Areas of noncompliance will be pointed out to the contractor and to be reviewed by project management and used to inform decisions to improve project performance.	Ministry Development, Utilities, Transportation and Implementation  UNOPS  Infrastructure Public Energy, and	
<b>Project Report</b>	A progress report will be presented to the stakeholders, implementing partners and funder.	Monthly progress update of 2-3 bullet points  Annual/Final narrative and financial reports	Examine of results achieved against the output level, quality rating summary, and any evaluation or review reports over the period.  Projects reports will be summarized, analysed and incorporated in portfolio-wide re-	Ministry Development, Utilities, Transportation and Implementation  Project Management  Infrastructure Public Energy, and	



Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost (if any)
			porting for the India-UN Development Partners hip Fund, and reflected in the reports of the United Nations Fund for South-South Cooperation		

**16. Legal Context:**

Grenada is inscribed in the legal and programmatic framework of the Country Programme signed between the Government of Grenada and UNICEF. Its activities fall within the provisions of the basic Cooperation Agreement signed between the Government of Grenada and UNICEF.

Legal arrangements will be drafted into the contractual agreement between the Ministry of Infrastructure Development, Public Utilities, Energy, Transportation and Implementation and the contractor.

**17. Special needs consideration:**

Children with Special needs should be given opportunities to access and attend Day-care as mandated by the United Nation (UN) Convention on the Rights of Persons with Disabilities and Optional Protocol, 2006.

Article 7 (1) states " States Parties shall take all necessary measures to ensure the full enjoyment by children with disabilities of all human rights and fundamental freedoms on an equal basis with other children"

[The centre will ensure its accessibility and accommodate its services to ensure the enjoyment of its premises and services by children with special needs.]

## ANNEX 1

### Budget<sup>1</sup>

Summary	Ref Bill of Quantities	Cost in USD\$
Preliminaries/General conditions	Page 3	66,288.00
Existing site/building/services	Page 5	9,974.60
Ground work	Page 7	3,739.85
Structural/carcassing metal	Page 9	16,653.84
Cladding/covering	Page 11	10,828.13
Window/doors/stairs	Page 14	22,065.58
Surface finishes	Page 16	26,901.00
Furniture/equipment	Page 16	12, 735
Disposal system	Page 20	549
Electrical		51,000.00
Fencing		10,000.00
Pre-service training, toys, furniture and equipment		58,000.00
Implementation cost for UNICEF	5%	24,000.00
GMS cost for UNDP	.3%	
<b>TOTAL</b>		<b>300,000.00</b>

<sup>1</sup> UNICEF ECA will contract United Nations Office for Project Services to provide quality assurance and certification of milestones as outlined in the construction schedule

## **Annex II: Roles and responsibilities of National Key Stakeholders**

- Ministry of Education, Early Childhood Unit will assist in the implementation of the HighScope Curriculum
- Grenada Food and Nutrition will monitor the meals, children's growth and development
- Grenada National Training Agency award Caribbean Vocational Qualification certificates to persons who successfully completed training in Early Childhood Development Level 2
- Grenada Roving Caregivers will assist in conducting workshops for parents
- Parenting Unit will assist in conducting workshops for parents
- Mt. Horne Community Development Organization will assist in maintenance of the building

## **Annex III: Description of Furniture for infants and toddlers' area**

Child size benches and chairs with padded backs and arm rest

- Stackable cots
- Cribs and mattresses
- Round tables for play area
- Long rectangular tables with rounded edges for lunch area
- High feeding chairs for infants
- Adult chairs and tables
- Toys and play equipment
- Books suitable for infants and toddlers
- Potties

### **Staff and central rooms**

- Computer and printer
- Filing cabinet
- Desk and tables
- Chairs

### **Kitchen**

- Cooker
- Refrigerator and Freezer
- Feed bowls, cups, spoon,
- Pots and pans and other cooking utensils