

**United Nations Development Programme
Country: Jamaica
Project Document**

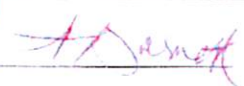
Project Title:	Rural Youth Poverty Reduction Project
UNDAF Outcome(s):	Outcome #3: Environment and Poverty
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	Outcome 3.1: Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and selected communities, particularly in rural Jamaica.
Expected Output(s): <i>(Those that will result from the project and extracted from the CPAP)</i>	Output 3.1.3: Improved access to sustainable livelihoods for adult men and women and to social services for adults and youth.
Implementing Partner:	Scientific Research Council (SRC)
Responsible Parties:	Ministry of Agriculture and Fisheries (MOA)

Brief Description

The Rural Youth Poverty Reduction Project will contribute to the reduction of rural youth unemployment by increasing the ability of youths to access sustainable livelihood options. This will be achieved through the capacitating of rural youth through the provision of skills training and increased access to post harvest production facilities to improve the agriculture value added. Both in school and unattached youths will be targeted though primary focus will be given to youths out of school. The aim is to increase the number of youths in the targeted communities who are actively employed or earning a living directly or indirectly through agriculture. In addition youths will have the necessary skills to identify and access opportunities for engaging in other businesses along the agriculture value chain. The project will attempt to mostly work through established community groups but is also open to youths not currently involved in such groups. The project should enhance current efforts to strengthen the linkages between the agriculture and tourism sectors and the servicing of underserved niche markets.

Programme Period:	2007-2011
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	_____
Start date:	JAN 2010
End Date	DEC 2012
PAC Meeting Date	_____
Management Arrangements	NEX

2010 AWP budget:	290,000
Total resources required	1,000,000
Total allocated resources:	1,000,000
• Regular	_____
• Other:	_____
o USAID	290,000
o Donor	_____
o Government	_____
Unfunded budget:	710,000
In-kind Contributions	_____

Agreed by (Implementing Partner): SCIENTIFIC RESEARCH COUNCIL 

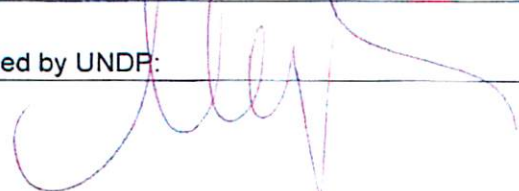


Agreed by UNDP:   

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SITUATIONAL ANALYSIS

An estimated 9.9 per cent of Jamaica's 2.7 million population lived below the poverty line in 2007¹, with the incidence of poverty consistently highest in rural areas. In that year, rural poverty accounted for approximately 71 per cent of the nation's poor. While the prevalence of poverty has been on the decline, economic growth continues to be significantly stymied by various challenges. The situation has been exacerbated by the current global financial crises. Unemployment is increasing, particularly in areas that depend directly and indirectly on the traditional export industries - sugar, bananas and bauxite/alumina in addition to tourism. The result is the decline in the availability of jobs in the formal sector. Accordingly, besides the traditional pockets of unemployment and poverty, there will be new pockets in the communities that have traditionally benefited from the export industries resulting in an increasing incidence of poverty. Crime and violence are two of the greatest challenges facing Jamaica at this time. One of the most troubling features of crime and violence in Jamaica is the involvement of youth (particularly boys and young men) as main perpetrators and victims. While most of the armed violence occurs in the inner cities, consideration must be given to rural communities which export many of their youth to the cities where it is hoped better opportunities will be available. There has also been a steady increase in crime levels within rural communities themselves particularly those close to tourism centres or linked to Kingston by the new Highway 2000.

As the situation worsens it becomes increasingly more difficult for the youths to access and take advantage of employment and income generating opportunities where they exist. The youth cohort, 15-24, represents a relatively large percentage (19%) of the total population of about 2.6m and by extension, forms a large segment of the labour force. At the time of school leaving, many of these youths become "unattached" with no direct link to any other system. Many of these young people leave school without having sat any of the major examinations – GSAT, CXC or SSC. In addition, those who have been exposed to some level of vocational training have not been adequately trained in entrepreneurship and how to earn income from the application of these skills. Low literacy skills are among the critical inadequacies among a large number of school leavers. It has prevented them from availing themselves of opportunities such as the HEART training programmes aimed at satisfying industry, and from accessing even low skilled jobs. Employability is a major issue with youth 14-24 years showing an unemployment rate of 25.9% in 2008. The 2007 Economic and Social Survey of Jamaica (ESSJ) publication indicates that youth unemployment rate for 10 years to that point had averaged 32.8 while for other age categories combined, it was 7.6. The Youth Policy 2004 indicates that 52.3% of poor persons in Jamaica were young people compared with 38.2 % of other age groups combined.

The structure of the Jamaican economy and the distribution of capital, technology, human and physical resources limit the options for interventions in rural areas. An assessment of assets in these areas however shows that there is an abundance of fertile lands, a history of agricultural activity, the existence of unsupplied or underserved markets, the existence of potentially scalable economic activities, local knowledge of environmental conditions, a historical predisposition to adopting new technology (though significantly not always in the agricultural sector) and an abundance of under-utilised, trainable human resources. In Jamaica's current economic context agriculture is seen by both the GoJ and development partners as one of the most viable sector for interventions aimed at improving rural income and employment. The development potential of farming, and the possibility of further income generating/employment

¹ ESSJ 2007

options being generated both upstream and downstream on the value chain has to be exploited. It is recognized that interventions in agriculture must be undertaken within the context of value chains; and the potential impact on income generation and employment that can arise from the engendering of more local input in all aspects of the rural value chain where possible and economically feasible. There is also a need for greater emphasis on the creation, maintenance or expansion of the linkages between agriculture and other sectors such as tourism and commerce. Any intervention should therefore:

- stimulate growth in agriculture and rural development
- increase employment and income earning opportunities for rural youth
- allow for involvement of the target beneficiaries wherever possible along the values chain
- have scalability, be replicable and sustainable
- Promote community or group based responses to improve economies of scale as well as social/economic organizations
- Increase linkages with other areas of the economy

Relevance to Government Policy

The GoJ in its National Development Plan recognizes that the central challenge is to create the conditions in which Jamaica's productive enterprises are able to generate greater levels of wealth and in which the social and environmental conditions and general well-being of the society are enhanced. It recognizes however that economic growth is a necessary but insufficient condition to achieve sustainable prosperity for the Jamaican people. The Plan seeks to preserve and deploy the nation's capital stocks, with a concerted effort to create conditions conducive to a shifting from the employment of lower forms of capital to activities driven by higher forms of capital which would boost productivity and establish the basis for a higher standard of living. It is acknowledged that productivity is enhanced by the availability of inputs and support services that build enterprise capabilities. As such the GoJ has identified the need for the development of internationally competitive industry structures to provide the microeconomic base for increased productivity throughout the Jamaican economy, including the goods and services producing sectors.

Over two-thirds of all households in poverty live in rural areas.² Young people in rural areas are especially at risk of living in poverty. The government is convinced that agriculture is among one of the strongest growth sector in the economy and offers opportunities for improving livelihoods particularly in the rural areas. The agricultural sector remains an important contributor to GDP, employment, foreign exchange earnings and rural livelihood in Jamaica. The GoJ has also indicated that agriculture will also be a big component in the country's quest for food security. During the medium term, the government will seek to increase the contribution of the agricultural sector to economic growth by expanding agricultural production higher up the value chain. The government will also promote national food security as a means of meeting the food and nutritional requirements of the population particularly in the context of the global economic crises.

Unattached youth – particularly males, are a major area of concern to the Government as it is recognized that they are the major perpetrators and victims of crime and violence. This project

² ESSJ 2007

presents the opportunity to support income-earning prospects for young males directly and carries the probability of quantifiable change in a relatively short time. It allows for the possibilities of profitable enterprise based on the engagement of these youths in productive wealth-creating activities rather than on membership in gangs and other antisocial behaviour. By marrying the country's natural endowments with a trained and capacitated cadre of youth will perfectly position Jamaica to increase its food security, lower its youth and rural unemployment rate as well as increase GDP.

The GoJ views Micro, Small and Medium-Sized Enterprises (MSMEs) as a particularly important component of the Jamaican economy. It is recognized that MSMEs are subject to a range of capacity constraints which must be addressed to enable their full development. These include limited access to credit; limited technical, human and institutional capacity; high levels of informality and relative lack of economic linkages and market access. The Vision 2030 plan recognizes that MSMEs represent an important source of new business start-ups with the potential to contribute to economic growth and innovation. Subsequently, the government has therefore signalled its intention to pursue actions to foster their development during the medium term. This project therefore seeks to support the selected beneficiaries to identify and access opportunities along the rural agriculture value chain, as well as in developing MSMEs; in order to provide improved income earning and employment generating opportunities and overall economic growth.

PROJECT OVERVIEW

The project is expected to target 4 parishes - Trelawny, St. Ann, Manchester and St. Thomas for which National Poverty Map along with socio-economic statistical information will be used to determine the exact location of beneficiaries of the project. Baseline data will be gathered as an integral component of the project to improve targeting of beneficiaries; identification of viable products and markets; the design and development of the training programmes and the other necessary interventions.

The project is expected to boost the value of agricultural output in the selected parishes whilst strengthening the capabilities of rural youth many of whom are unemployed or underemployed. The project will target both in-school youths through support to the 4-H clubs and unattached youths (particularly males), to improve their quality of life, reducing anti-social behaviour and providing new skills, employment and livelihood options. There will be three target levels of entry for beneficiaries – Beginners, Intermediate and Advanced, depending on their existing skill and educational levels.

These beneficiaries will be provided with training in order to equip them for life and technical skills that will facilitate their employment in the formal sector and in the creation of income generating, self employment opportunities. Among the skills to be transferred are:

- Literacy and numeracy; basic life and leadership skills; basic accounting and business management; entrepreneurship and customer service;
- Production of raw materials (such as herbs, spices, tubers and other crops for hotels and restaurants for example) as well as ornamentals;
- Production of food and non-food products from local raw materials (for example lemongrass).

- Product development, product improvement and marketing including packaging and labelling; the application of food technology to develop specialty products for the health industry; good manufacturing practices; and cleaner production technologies; and
- others – which will be guided by the results of the baseline study

The project will also seek to widen access to basic production facilities by upgrading and improving at least one small-scale processing facility within each of the selected parishes. These refurbished facilities will be equipped with *inter alia* vacuum-packaging and labelling equipment; top-loading balances and platform scales; slicer/dicer; deep-fat fryer etc which aid in production of new products. The beneficiaries will be assisted in becoming active, commercially viable Micro, Small and Medium Size Enterprises (MSMEs) with the ability to improve income earning and employment opportunities along the agriculture value chains in the targeted areas. The project will also provide basic business development skills by assisting select participants in developing business plans and formalising their businesses. It is hoped that by assisting these selected beneficiaries, there will be a demonstration effect as well as increased capacity available to other youths to complete the planned development and business formalisation process.

Project Objectives

The major objective of the project is:

- *To improve the quality of life of disadvantaged youths in rural Jamaica through the development of their capacity to capitalise on income generation opportunities in a sustainable manner*

Project Activities

1. Baseline study to identify target population and target markets, training requirements, output targets and monitoring indicators
2. Training and capacity building
3. Business Development
4. Progress monitoring and output evaluations

Project Justification

With the levels of rural poverty more than twice as high as urban poverty and youths being over-represented in national poverty figures, there is a compelling case for interventions aimed at youths in rural Jamaica. These interventions must aim at increasing the skill level and employability of youths, improving their potential to access employment opportunities and providing sustainable economic activity to them. A project designed to enhance rural agriculture as a way of improving socio-economic conditions, increase incomes and generate employment is not only a well-needed and worthwhile initiative but also strategically well placed to provide significant developmental results. The project will improve the livelihoods of the rural population through the delivery of improved technical, life and business skills for youths in agriculture, as well as improved access to post harvest processing facilities. Specifically, the project will provide new skills, employment and livelihood options for rural persons and will facilitate the harnessing of assets possessed by rural youth for increased economic activities rather than the traditional subsistence “hand-to-mouth” existence. The impact can be made more substantial and sustainable by:

- allowing the youths to realise that there are viable opportunities for employment and income generation as well as opportunities to become more employable through behavioural change and training;
- ensuring and demonstrating the opportunities to be accessed through the production of value added goods and services (particularly those along the agriculture value chain) and improving the linkages between those activities and the local tourist and export sectors where possible; and
- ensuring that such activities are economically feasible

This project will therefore seek to:

- impact the youth on multiple levels so as to over time, make an impact on the deeply ingrained negative sub cultures that result in among others the lack of youth employability and their interest in work;
- increase employment and income earning opportunities thus lowering the allure of crime;
- stimulate economic growth and rural development;
- Increased linkages between the tourism and agricultural sector

Project Strategy

The project's strategy focuses on strengthening local institutions, and supplying the resources necessary for boosting the local economy through the development of viable economic alternatives, modernizing infrastructure, creating a favourable environment, the development of human resources and community empowerment. It seeks to promote and stimulate initiative and a spirit of enterprise. The ultimate objective is sustainable long-term development. The projects strategy is therefore built on three (3) pillars, namely:

1. **Social mobilisation:** As the key strategy of local development, social mobilisation not only promotes self-reliance in the community and helps prevent conflict, but also ensures sustainability of results.
2. **Community-based rural infrastructure:** Investment in small but critical rural infrastructure, through initiatives creates durable community assets to enhance agricultural productivity for sustainable impact. Community-driven approach promotes local decision-making, empowerment and generates skills within the community who also take charge of maintenance of assets.
3. **Capacity building:** Development of the capacities of implementing partners, responsible parties and beneficiaries through knowledge sharing, leadership development and development of accountability frameworks and management arrangements for processing facility. Training recipients are also expected to be capacitated to act as trainers to contemporaries not participating in the programme.
4. **Partnerships:** with the private sector to ensure sustainable production, marketing and sale of raw material and products

The project is expected to utilise a two pronged approach. Firstly, it is intended to increase the cadre of youths who are trained to recognise and utilise the new business opportunities in agriculture. These youths will be capacitated with the life and technical skills needed to become young entrepreneurs capable of operating full fledged sustainable businesses. Eventually as these businesses become more successful it is expected that their success will drive the development of other businesses along the value chain, running the gamut from the supply of farm inputs, the growing, sale and distribution of crops or livestock, and the production, sale,

marketing and sale of value added agro-based products. Secondly, the move towards increased value added agro-products and the crafting of business opportunities in this area will be enhanced by the revitalisation of processing facilities in the target areas. This revitalisation will allow individuals to have cost effective access to basic processing equipment that will allow them to actually produce suitable value added products for both the domestic and tourist market.

The project therefore consists of several critical inter-dependencies. The training component is intrinsically linked to the support for the revitalisation of the rural productive assets. These upgraded facilities will in turn result in the increased opportunities for youths to earn a living either through direct employment in these facilities, by producing inputs for these facilities or by selling the products produced in these facilities. The baseline assessment will ensure that the beneficiary needs are properly assessed and adequately addressed by the project. The linkages to Government of Jamaica programmes through the SRC and the MoA will ensure continued access to the latest and most accurate market information, to viable markets and improve the linkages between the local agriculture and the tourist sector. There is therefore great scope for integrating and replicating the outputs of this project on an ongoing basis as part of MoA's work. It is expected that in this manner the project will achieve some level of sustainability.

Mentorship schemes, especially in the start up of new businesses, are also necessary for long term success. The project therefore places high emphasis on mentoring as part of the overall strategy for implementation and planning so that partners build capacities to carry on the programmes. In addition it is anticipated that as the beneficiaries capacitated through this programme successfully develop their business they will not only mentor and train other youths but will also be a source of future employment for them. Further, mentoring would be further supported through MoA's general ongoing support to agriculture and rural development.

UNDP will work closely with the Scientific Research Council and Ministry of Agriculture in ensuring that a good baseline study is conducted. Criteria for selection of direct beneficiaries will be established in doing so, which would be particularly mindful of the potential synergies of the assistance provided by other donors. The project will assist in identifying areas for possible group activity. After the initial training, MoA will assist group members to identify the agricultural activity and with it the selection of the relevant inputs that will most effectively improve their activity. The group will also be asked to analyze which activities can be most easily linked to markets. Technical assistance including training and mentoring will focus on giving the farmer groups practical skills to market their production to domestic and overseas markets will be provided to direct beneficiaries.

UNDP's previously implemented Income Generation Project (IGEP) has taught the UNDP many lessons which can be applied to strengthen this project. One of the main lessons learnt is the need for the real and full involvement of the communities. There is greater ownership and participation when people expected to benefit are involved from the beginning. Meetings/brainstorming sessions will therefore be held with the target communities, other beneficiaries and stakeholders to brief all concerned of the various components and time frame of the project, and to invite feedback with respect to issues that could impact the project and improve its design. UNDP's interventions in Sustainable Livelihoods have demonstrated the benefits of this approach in achieving greater buy-in of stakeholders, smoother implementation and long-lasting results. Another important lesson from past interventions is the need to include some basic social and life skills, numeracy and literacy refresher courses in any training that is

to be done. In so doing the target beneficiaries are usually more functional in their newly acquired skills and show greater appreciation of them. All training therefore will have modules on these areas built into them.

The first year of the project is therefore being treated as a pilot with continued work on the project in the second and third year depending on the evaluation results and lessons learned from year 1. Activities in year 2 and 3 will involve a deepening of interventions within the 4 parishes selected rather than a widening of the initiative to other parishes. This deepening is expected to ensure that the results of this project are truly embedded in the target parishes and hence more sustainable and with longer term impacts. It is anticipated that should the long term assessment of this project prove favourable that this project may be extended beyond three years or new, similar projects will be launched in other parishes.

Target Beneficiaries

Although the project will bring benefits to the entire country, it will target the parishes of Trelawny, St. Ann, Manchester and St. Thomas. Specific areas within the target parishes will be identified as part of the baseline study. It is expected that some of the activities will build on existing work being done by the Ministry of Agriculture, FAO, USAID and other development partners.

Immediate objectives	Outcomes	Targeted Beneficiaries	Selection criteria
1. To improve the livelihoods of the rural youth through capacity building to improve technical, life and business skills, the development of value added agricultural products and increased income generation opportunities along the agricultural value chain	RURAL		
	<ul style="list-style-type: none"> Improved capacity of unemployed youths to enter and earn a meaningful income from agricultural activities 	<ul style="list-style-type: none"> In school youths (male and female) in 4 targeted rural parishes Unattached, unemployed or under-employed youths in 4 targeted rural parishes 	<ul style="list-style-type: none"> Household characteristics (size, head of household, income level) Current employment status Willingness to be trained Willingness to embrace recommended crop and livestock enterprises Membership or recommendation from community or school group/club
	<ul style="list-style-type: none"> increased access for youths to processing facilities in order to produce more value added products 	<ul style="list-style-type: none"> In school youths (male and female) in 4 targeted rural parishes Unattached, unemployed or under-employed youths in 4 targeted rural parishes 	<ul style="list-style-type: none"> None
	<ul style="list-style-type: none"> Business practices and management techniques improved and increased linkages to tourism and commerce sectors 	<ul style="list-style-type: none"> Project beneficiaries in 4 targeted rural parishes Non-project beneficiaries (through spill-over effect) in 4 targeted rural parishes 	<ul style="list-style-type: none"> Viable business ideas New products Willingness to be trained Potential impact on farm family or group

Partnership Strategies

The Government of Jamaica is convinced that agriculture is among one of the strongest growth sectors in the economy and offers opportunities for improving livelihoods particularly in the rural

areas. During the medium term, the government has indicated that it will seek to increase the contribution of the agricultural sector to economic growth by expanding agricultural production higher up the value chain. UNDP and the GoJ through the Ministry of Agriculture (MoA), the Ministry of Information, Culture, Youth and Sports (MICYS) and other government agencies such as the Scientific Research Council (SRC), National Centre for Youth Development (NCYD), 4H, the Social Development Commission (SDC), Jamaica Social Investment Fund (JSIF), the Jamaica Business Development Centre (JBDC) and the Jamaica Foundation for Lifelong Learning (JFLL) will work together to maximise the benefits of existing interventions and so improve the lives of youths and agricultural production in this regard. These entities were chosen as there are directly mandated by the GoJ to work in the areas of agricultural and rural development, product development and marketing, business development of SMEs, youth empowerment, and community mobilisation. These are all vital components to the success of this project and are all areas which these agencies currently cover successfully.

The SRC will house the project management unit and will collaborate closely with the MoA, 4H, NCYD and SDC in the selection of youths and community-based groups, the growing of crops and other technical training. MOA will also identify potential export crops and markets. SRC will also facilitate meetings/brainstorming sessions of stakeholders; provide technical assistance in product development, food processing/production of value-added products, good manufacturing practices, cleaner production technologies and marketing. The SRC along with the MoA and JBDC will focus on working with select beneficiaries on the development and marketing of new products to tap into the tourist and niche markets. In addition MOA has experience in monitoring and evaluating programmes.

SRC, 4H and the MoA have a history in delivering training programmes related to food processing and agricultural techniques. The SRC has trained numerous individuals and companies in various aspects of food processing, wastewater management, tissue-culture propagation of plantlets, quality, food safety and environmental management. The 4H Club has experience in training in school and out of school youths in agriculture, food processing and preparation. SRC also has the experience in facilitating stakeholder interactions in developing projects and acquiring stakeholder buy-in and support. The MoA has experience in monitoring and evaluating the activities of beneficiaries of their (technical and financial) support.

JBDC will provide assistance in the delivery of general and business related training, business plans and business formalization and collaborate with SRC and MoA to complete the required baseline study. This study will cover market needs for value-added products; raw material availability and potential for import substitution; availability and status of processing facilities; selection criteria for beneficiaries; and critical assumptions/risk management strategies based on past experiences of UNDP, MoA, RADA, SRC and JBDC and the input/feedback of key stakeholders. MICYS, SDC and NCYD will work with the community groups and organisations and set up and facilitate focus group discussions as well as function as part of the technical working group. The 4-H clubs will be engaged to equip teaching in-school youths with life skills while training in basic literacy and numeracy will be provided by the Jamaica Foundation for Lifelong Learning (JFLL). The services of a reputable social skills trainer will be engaged to teach social skills to both in-school and out of school youths.

The JAS and SDC will be engaged as collaborators particularly in the area of mentoring. UNDP will provide technical support and where feasible, will seek to coordinate its intervention with the

activities of other donors so as to take advantage of synergies between the activities of both programmes. It is also expected that over the medium term partnerships will be established with other donors and non-state actors to leverage additional support as well as to maximise the impact from this intervention. The PIOJ will provide technical support, convene reviews, contribute to partnership building and facilitate post project evaluation.

Resource Mobilisation Strategy

This project provides a chance to demonstrate the opportunities that exist in rural agriculture by capacitating youths, enabling basic upgrades to the infrastructure, identifying and supplying niche markets and improving the linkage between agriculture and tourism. Through a relatively small injection of funds it is hoped that there can be a demonstrable reduction in youth unemployment. Currently, funding has only been identified from USAID for the first year of the project with no guarantee of further support from them. The project board will be charged with developing a resource mobilisation plan actively work towards securing additional funding for years 2 and 3 of the project. UNDP will provide continued monitoring and evaluation support to the efforts of the project board. It is however hoped that as the first year targets and objectives are successfully met, USAID will be amenable to continued support. In addition to USAID and other donors the private sector including the Jamaica Hotel and Tourism Association (JHTA), the Jamaica Manufacturers Association (JMA) and the Small Business Association (SBA) will be approached to support this project. In order to peak their interest this project will be sold as achieving multiple goals of reducing youth unemployment, strengthening the national economy through local production and reduction in food imports; and also as a means of improving their bottom line.

At the same time UNDP will monitor resource mobilisation efforts of the project board as well as seeking additional sources such as trust and special funds and other donors. UNDP will also continue its own efforts to raise additional funding for this project from other donors, special funds and trust funds

Project Risks

#	Description	Date Identified	Type	Impact & Probability	Mitigation Response	Last Update	Status
1	Socio-economic and political climates do not favour proposed economic activities		Environmental Political Socio-economic	H M	Baseline study		
2	Lack of involvement and buy-in of Stakeholders		Operational Organizational	H L	Awareness and sensitisation sessions; Contracts		
3	No or insufficient new markets identified		Operational Environmental Strategic	M M	Baseline study		
4	Raw materials not available in required quantities		Operational Environmental Strategic	H M	Baseline study		
5	Shortfall in finances		Financial	H M	Continuous resource mobilisation efforts by project board		
6	Lack of Commitment of beneficiaries		Operational Organizational	H M	Training; Contracts; Support systems		

H – high; M – medium; L- low

PROJECT BUDGET

The total estimated project budget for the year (2009-2010) is USD 290,000. The project will be implemented through the National Execution (NEX) modality with the Scientific Research Council (SRC) acting as implementing partner for the project. Below are the budget estimates per project component per year.

Rural Youth Poverty Reduction Project					
	US\$	2010-2012	2010	2011	2012
Staffing					
Project Management		79,200	26,400	26,400	26,400
Project Officer		67,200	22,400	22,400	22,400
		146,400	48,800	48,800	48,800
Baseline Study and Evaluation		50,000	11,000	26,000	13,000
Training and Awareness		405,000	90,000	185,000	130,000
Business Development		131,000	35,000	55,000	41,000
Agro Processing Equipment		145,500	70,000	60,000	15,500
Administrative Expenses		31,100	9,900	11,000	10,100
Audit Costs		21,000	5,000	5,000	11,000
General Management Services (GMS)		70,000	20,300	31,600	18,200
TOTAL		1,000,000	290,000	422,400	287,600

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and selected communities, particularly in rural Jamaica.

Outcome indicators

Target: youth in target communities – especially males capacitated in income generating skills

Indicator: # of youth trained in entrepreneurial skills; # of micro-enterprise initiatives established; # of youth involved in income generating enterprise; level of unemployment of out-of-school youth

Target: Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.

Indicators: Number of public education and awareness campaigns on protection; increase in access, type and number of social services.

Partnership Strategy: National Execution by the Scientific Research Council (SRC) and the Ministry of National Security (MNS)

Project title and ID

Expected Outputs	Output Targets	Indicative Activities	Inputs (\$US)
<p>1. Vulnerable and out of school adolescents and young people, particularly boys, equipped with life long earning, livelihood skills and increased access to work opportunities.</p>	<p>Baseline:</p> <ul style="list-style-type: none"> • To be determined from baseline study <p>Target:</p> <ul style="list-style-type: none"> • 75 Youth per parish * • At least 1 facility per parish • 1 baseline survey • 1 evaluation 	<p>Rural component (2010-2012)</p> <ul style="list-style-type: none"> • Baseline Study <ul style="list-style-type: none"> ○ measurement of youth unemployment (by gender) ○ identification of agricultural and agro-processing activities with most potential for value added processing ○ identification of viable products and markets ○ assessment of training needs in target parishes to increase youth involvement and achievement in agricultural activities identified ○ identification of communities from which participants to be drawn ○ assessment of physical infrastructure available for agro-processing activities • Project initiation and sensitisation workshops with community members in select communities <ul style="list-style-type: none"> ○ objective of project 	<p>930,000</p>

* Target subject to adjustment based on findings of baseline Study

	<p>survey</p> <ul style="list-style-type: none"> • At least 100 * • At least 60% * <p>Indicators:</p> <ul style="list-style-type: none"> • # of youths completing training (at least 50% boys) per parish capacitated in income generating skills annually • # of processing facility processing • # of baseline studies • # of evaluations completed • # of business plans developed annually • % of unemployed youth that are confident 	<ul style="list-style-type: none"> ○ requirements for participation ○ method of selection ○ expected results/benefits • Training and Capacity Building <ul style="list-style-type: none"> ○ Crop care and/or animal husbandry related to selected activities – avoiding overlap with activities of the MoA ○ Advance agriculture – tissue culture, greenhouse farming, hydroponics, etc ○ Agro-processing ○ Life Skills Training - basic literacy, numeracy, work ethics, and business etiquette ○ Technical Skills – basic accounting, agro-processing, product development, business management, marketing ○ Youth empowerment and business development capacity building for partners • Product Development <ul style="list-style-type: none"> ○ Support for the development of new products and accessing new markets ○ Pilot production and marketing of new products for select beneficiaries ○ Refurbishing of processing facilities • Business Development <ul style="list-style-type: none"> ○ Business plan development , registration and formalisation, and business financing ○ Development of plans to tap markets identified • Project monitoring and assessment <ul style="list-style-type: none"> ○ Project evaluation ○ Project auditing 	
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* Target subject to adjustment based on findings of baseline Study

	<p>about employment opportunities (measurement based on sample survey in baseline survey)</p>	
GMS (7%)		70,000
TOTAL		\$1,000,000

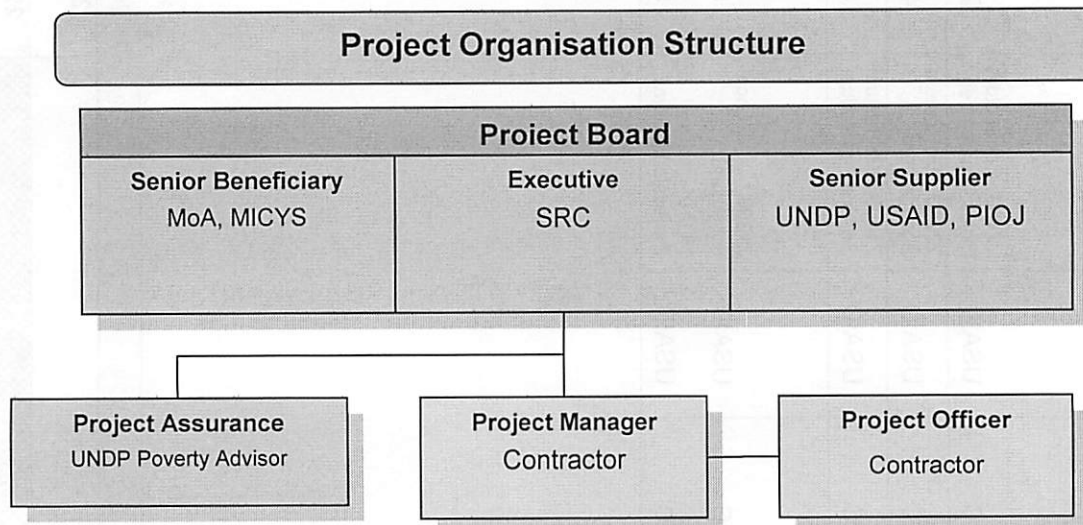
ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS <i>and baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1 (2010)	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
Output 1 <i>Vulnerable and out of school adolescents and young people, particularly boys, equipped with life long learning, livelihood skills and increased access to work opportunities</i> Baseline: <ul style="list-style-type: none"> Set during baseline training Obsolete facilities No current baseline study Confidence level on employment prospects among youth not known Indicators: <ul style="list-style-type: none"> # of youths completing training (at least 50% boys) per parish capacitated in income generating skills annually 	1.1 Activity Result: Project Management 1.1.1 Action: Recruitment and contracting of project team 1.1.2 Action: Project administrative and support activities	X				SRC	USAID	71400 Contractual Services -individual	48,800	
						SRC	USAID	74500 Misc. Expenses	5,000	
						SRC	USAID	74200 Audio visual & Print Prod Costs	4,900	
	1.2 Activity Result: Baseline Study assessing situation in select communities in 4 target parishes conducted 1.2.1 Action: Collection and analysis of baseline data completed for development of indicators and target setting			X	X		SRC & MOA	USAID	71300 Local consultant	6,000
	1.3 Activity Result: Public Awareness raised and community engagement achieved in select communities in 4 target parishes 1.3.1 Action: Awareness sessions with community members held within select communities in 4 target parishes 1.3.2 Action: Project initiation and sensitisation workshops held with beneficiaries of project in select communities in 4 target parishes				X		NCYD & SDC	USAID	75700 Training Workshops and Conferences	1,500
					X		SRC & MOA	USAID	75700 Training Workshops and Conferences	2,500
							SRC	USAID	71600 Travel	1,000
							SR & MOA	USAID	74200 Audio visual & Print Prod Costs	1,000
	1.4 Activity Result: Unemployed youths in select communities in one or two targeted parishes trained and given access to business development opportunities 1.4.1 Action: : Development of training manuals and delivery of training courses and certification 1.4.2 Action Preparation of business and marketing plans and business development services for select participants				X		JBDC, JFLL, SRC & MoA	USAID	75700 Training, Workshops and Conferences	84,000
					Yr 2		JBDC & SRC	USAID	71200 Contractual Srvcs-companies	35,000

EXPECTED OUTPUTS <i>and baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1 (2010)	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<ul style="list-style-type: none"> # of processing facility refurbished # of baseline studies # of evaluations completed # of business plans developed annually % of unemployed youth that are confident about employment opportunities (based on survey in baseline study) <p><i>Targets:</i> To be set following completion of baseline study</p> <p><i>Related CP outcome:</i> Outcome 3.1: Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and selected communities, particularly in rural Jamaica.</p>	1.5 Activity Result: At least 1 Processing facility in each of the one or two targeted parishes refurbished 1.5.1 Action: Identify existing processing facilities in the selected parishes and establish contractual / lease agreement with owners or purchase and refurbish container/s 1.5.2 Action: Procure small processing equipment 1.5.3 Action: Install and commission equipment and facilities		X	X		SRC	USAID	72100 Contractual Svcs - companies	20,000	
					X		SRC	USAID	72200 Equipment and furniture	45,000
					X		SRC	USAID	71400 Contractual Services -individual	5,000
	1.6 Activity Result: Project evaluated and decision made on continuation 1.6.1 Action: Evaluation of project results for target achievement, successes and lessons learned against baseline findings 1.6.2 Action: Financial audit of project				Yr 2	SRC	USAID	71300 Local consultant	5,000	
						SRC	USAID	74110 Professional Svcs	5,000	
SUBTOTAL										
General Management Services (GMS)										
TOTAL										

MANAGEMENT ARRANGEMENTS



The project will be implemented according to NEX (National Execution) procedures. The Lead Agency who will undertake full responsibility for the implementation of the activities of this project is the Scientific Research Council (SRC) with support from the United Nations Development Programme (UNDP). SRC will therefore assume the responsibility for mobilizing and applying effectively the required inputs to reach the expected project outputs and results. This includes the procurement and delivery of programme activity inputs and their use in producing outputs, as set forth in a signed document, the Annual Work Plan (AWP)

SRC through its management shall be the Executive. The Project Executive will be able to make decisions in conformity with the expectations of all parties in order to facilitate the implementation of the project. A Project Manager will be primarily responsible for the design and implementation of the project plan, daily administration of the project, and preparation of quarterly work plans and financial reports to UNDP. S/He will also be the focal point for the partners involved in this project. The Project Manager will also be responsible for the production a quarterly progress report as per the NEX guidelines.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. The project board for this project is also charged with responsibility for detailing and performing the resource mobilisation activities to ensure funding for the project is in place fro years 2 and 3.

Project Board

The SRC will chair the Project Board which will be composed of the following members:

- a) The Manager - Project and Quality Management Systems at the SRC
- b) Representative from PIOJ;
- c) Representative from the MoA
- d) Representative from the MICYS
- e) UNDP Representative

f) USAID Representative?

The Project Board shall convene quarterly throughout the lifetime of the project. The Terms of References for the Project Board will include:

- Oversee and give the overall guidance regarding the implementation of the project;
- Approve annual work plans for the project;
- Approve budgets in accordance to the annual work plans and resources available;
- During the quarterly Project Board meetings, reports on the progress of the project will be presented and the key activities for the following quarter endorsed in accordance to the agreed SRC milestones.

It was also recommended that a technical working group be set up to provide technical guidance to the Project. This working group would be led by the SRC and would include a:

- g) Representative from the MoA
- h) Representative from RADA
- i) Representative from JBDC
- j) Representative from SDC
- k) Representative from 4-H Club
- l) Representative from MICYS
- m) Representative from NYCD
- n) Business expertise from the private sector
- o) Marketing expertise from the private sector

The Terms of reference of the Working Group will include:

- Provision of technical guidance to the implementation of project activities
- Assistance in forging alliances and synergies with key stakeholders and interest groups to facilitate timely completion of project activities
- Assistance in sourcing data and identifying markets

Overall support to the SRC management structures and Project Team

It is proposed that a Project Team will be established to support in the day to day implementation of the project. The project team will be comprised of the following personnel:

- Project Manager
- Project Officer

The project team will be responsible for the following:

- Managing the activities contained in the Project Plan;
- Preparing and maintaining the Project Plan as multi-year rolling plan including
 - Coordinating annual updating and presentation for Project Board consideration;
 - Preparing annual work plans, milestones and budgets to facilitate tracking performance against the Strategic Plan;
 - Designing and implementing an appropriate monitoring and evaluation system which permits harmonized single- format reporting to the Project Board against Strategic Plan technical performance, milestones, and financial performance on a quarterly or six-monthly basis;
 - Undertaking monitoring and evaluation and reporting on performance against the Plan;
- Administration of the project funds, including accounting and procurement activities;

The Project Manager will be tasked with primarily the responsible of supervising, advising and building the capacity including training of the other members of the project services team. In addition he/she

will take primary responsibility for activities including follow up on the implementation of the project, preparing and submission of any funding requests, preparation of annual action plans, and preparation of project progress reports. The project team will be empowered to ensure that the procedures, guidelines, standards including procurement are fully complied with accordingly during the implementation of the project.

The role of the SRC as key responsible party will be to:

1. provide a secretariat for the co-ordination of the project activities;
2. hire and manage consultant(s);
3. co-ordinate the input of the other responsible parties
4. support the partnerships and the participatory processes;
5. manage financial resources according to budget and work plan (including safeguarding supporting documentation) and submit quarterly reports on the use of funds;
6. procure, manage and safeguard project assets;
7. facilitate and coordinate the development of a platform for improved access to information;
8. compile an end of project report

The role of UNDP will be to provide quality assurance and technical support in the implementation of the project through:

1. monitoring of the progress of the project in compliance with UNDP procedures and providing reports to the Project Board on this monitoring
2. conducting a detailed capacity assessment of the key responsible party
3. provide technical assistance and funding for standardization process

The role of the other partners will be to:

1. provide input into the process of improving the capacity of rural youth to improve their employment and income generating capacity
2. participate in training and capacity building opportunities arising from the project
3. facilitate development of linkages to programmes of national and international development partners
4. facilitate increased business and product development and increased linkages to other areas of the economy

MONITORING AND EVALUATION FRAMEWORK

The monitoring of the achievements and outputs of the project will be effectively monitored by the Project Board, through its quarterly meetings. Monitoring and evaluation will be integral to the project cycle, enhancing the implementation and achievement of the expected outcomes from the project as well as the potential design of future projects. Interim monitoring and evaluation exercises will be results-oriented and include assessments of the relevance, performance and success of the project. The Project Board will perform the following functions: (i) oversight of the Project; (ii) review progress in achieving outputs, outcomes and targets under project; (iii) approve reports; (iv) review implementation and programme issues and determine solutions; (v) provide policy guidance; (vi) agree on criteria for allocation of support; and (vii) support resource mobilization strategies.

Using pre-determined verifiable indicators, the team will ensure that the project achievements are consistent with objectives set out in the ProDoc. The project will establish a baseline before the initiation of project activities to establish a reference point for monitoring and evaluation of the project impact and outcomes vis-à-vis the project overall objective. The baseline setting will be defined overall for the project and also specifically for each of the areas which will be addressed by the project.

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The team, led by the Project Manager and in close collaboration with the UNDP, will carry out monitoring activities such as field visits and report reviews as per standard UNDP procedures outlined in the Programming Manual.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **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.

LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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 this agreement.

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