

UNDP BARBADOS AND THE OECS

FIRST SUBSTANTIVE REPORT

UNTFHS PROJECT: RESTORING LIVELIHOODS IN GRENADA AFTER HURRICANES IVAN AND EMILY

Prepared by the UNDP Barbados and the OECS Poverty Reduction Team

1/9/2009

This report summarizes the activities, achievements, challenges and opportunities experienced by the implementing team for the UNTFHS project which is managed by UNDP and involves UNIFEM, FAO and UNICEF. The Report was drafted by the Project Implementation Team in Grenada and finalized by the Programme Manager, Poverty Reduction. It summarizes and evaluates the progress achieved since project inception in March 2008 up to December 2008.

First Report on UNTFHS Restoring Livelihoods in Grenada after Hurricanes Ivan and Emily

SECTION 1: BASIC DATA/SUMMARY

Date of submission:	December, 2008
Benefiting country:	GRENADA
Location of the project:	The Parishes of St. George's, St Andrew's, St. Patrick's and St David's in the island of Grenada, Carriacou and Petite Martinique
Title of Project	Restoring Livelihoods in Grenada after Hurricanes Ivan & Emily
Duration of the project:	18 months
UN organization responsible for management of the project:	United Nations Development Programme (UNDP). Office for Barbados and the OECS, Christchurch, Barbados
UN executing partners:	FAO, UNICEF, UNIFEM
Non-UN executing partners:	Local NGOs/ agencies: ART,GRENED,GRENCODA,GRCS,GNCD, NaDMA, NDF
Total project cost:	US \$998,741.00
Reporting period:	March to December, 2008
Type of report:	1 st Progress Report

1.0

EXECUTIVE SUMMARY

This report gives an overview of the progress of activities and outcomes of the UNTFHS project since the disbursement of resources in February 2008. In response to the devastation caused by Hurricanes Ivan and Emily during 2004-2005 in Grenada, this project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood, and dignity. The overall aim is *to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes.*

From the approval of the project by the UNTFHS team in late December 2006, there was a further delay extending over a year before financial resources were available for implementation due to the need to complete a number of arrangements and formal signatures of agreements between the various parties at HQ level. During the interim, UNDP Barbados and the OECS used its resources to maintain some level of momentum, to initiate training of the NGOs and to launch the project officially in March 2007. Much of the initial capacity building efforts had to be revisited in March 2008 as a result of the delays experienced in the disbursement of resources. Changes in the leadership, during the period, in the composition and capacity of some NGOs, as well as emerging needs in communities and more recently a change of government of Grenada, have further required a re-investment in terms of briefing and re-engagement with Ministries.

Despite these challenges, the Project has performed relatively well and has already achieved a number of outputs and milestones. This resulted in an overall moderate output realization. However, in the last 3 months of 2008, concerted action on 4 of the 5 project components, namely, *business development and micro finance, Disaster risk reduction, Psycho social intervention and counseling, and Gender mainstreaming* - have realized satisfactory results.

A baseline study is underway for all components, which when completed, will provide a consolidated picture of the state of activities, challenges and perceptions in the project component areas. The findings of the study will inform implementation and also serve as a solid foundation for monitoring and evaluating the outputs and impacts of the project.

In the area of livelihoods, preparatory activities have been undertaken. Terms of reference for 4 studies in marketing, land clearing, agro-processing, and trail development have been completed, and potential consultants identified to prepare proposals to conduct these assignment.

Under the business development and micro finance component, activities have advanced in a number of areas:

GRENSAVE, which leads on the garment making segment under Business development, has coordinated the training of 12 who will be supported in the establishment of batik making businesses. The participants have received initial training batik garment making. At the same time, GRENSAVE has conducted critical market research for the Batik and Garment Making Initiative to better inform the further design of training and identify supported needed for the establishment of micro-businesses. Preliminary findings suggest that there is a potentially good local market for batik products in Grenada, as well as regionally. Figure 1 (to the right) gives an indication of the work done by the trainees in batik design and manufacture.



Photo of the batik designs produced by the students of the UNTFHS-funded training

Training was carried out by the Grenada Flower Growers Association for 25 flower growers in the area of propagation. This skill will enable flower growers to begin propagating their own flowers, thus reducing dependence on external sourcing of plantlets, and enhancing sustainability. Terms of References (TORs) to undertake studies to identify market opportunities for cut flowers, and an assessment of the enabling environment for microfinance in Grenada in support of micro and small businesses, respectively, are to be undertaken in early 2009. The outputs will strengthen further capacity development interventions in business development as well as inform partnerships for the sustainability of project supported activities.

Similar advances have taken place in the disaster risk reduction (DRR) component including a significant number of preparatory activities. Twelve (12) persons have been identified to be the core of the vulnerability capacity assessment (VCA) capacity at the community level in the 5 target communities and have received training in the VCA methodology. Additionally, a VCA has been completed for each of the 5 target communities. 10 of the 17 targeted shelter managers were trained to improve their sensitization to the needs of *vulnerable groups* in an emergency and service delivery, 1st Aid training delivered to 14 of the 17 targeted district health and welfare officers and psychosocial support training to 10 of the 17 targeted district coordinators. In order to enhance resilience of vulnerable groups as part of the human security objective of the project, specific focus is being given to the needs of Persons with Disabilities. In this respect, Terms of Reference have been developed to better identify the composition of this group in Grenada and their specific needs and challenges in emergency/humanitarian contexts. An awareness plan initiated to sensitize the public about the survey and about the project support to PWDs.

A specific innovative feature of the project is the focus on mainstreaming disaster risk reduction, and to mainstream HIV/AIDS prevention, care and treatment in disaster risk reduction strategies. This will strengthen local capacities to address the need of Persons living with and affected by

HIV/AIDS (PLHIV) in times of emergencies/natural disasters and to strengthen Prevention during these situations.

With regard to psycho social and counseling initiatives, approximately two hundred and forty (240) persons were trained in Counseling and post disaster management skills since Hurricane Ivan. Of this total, approximately 170 can be attributed directly to the UNTFHS project. The planned expansion of Counseling Services to at least three (3) rural communities took a major step to full realization through the introduction of the Basic Life Skills Programme, for young persons ages 13-17, in two rural locations namely Gouyave, St. John's and Petit Bacaye, St. David's.

Finally, concerted efforts have been undertaken to mainstream gender throughout the project and have proven effective in stimulating gender awareness among management and leadership personnel of the different stakeholder groups. Overall, this activity has impacted on approximately 76 persons including members of the business sector, district shelter managers and the police service, particularly in addressing/preventing incidents of gender based violence (GBV).

In general, a substantial emphasis has been placed on capacity building in the initial first six months of concerted implementation including direct project beneficiaries as well as the NGOs and government departments best placed to support them in the sustainability of these interventions. This dual strategy lies at the core of the objective to strengthen human security in Grenada. A total of 384 persons have benefited so far, of which 242 are males and 142 are females.

The table below summarizes current training achievements:

Components/ Beneficiaries	Business Development & Micro- finance	Disaster Risk Reduction	Psychosocial & Counseling	Gender mainstreaming	Total
Male	12	8	180	42	180
Female	25	4	79	34	79
Total	37	12	259	76	384

The results achieved, and the learning experiences of the implementing agencies in undertaking these various activities, have improved capacities which will in strengthen these efforts as well as the linkages to existing policy reform and other efforts in Grenada.

For 2009, all planned project outputs are expected to be realized given that most project management, administrative and financial arrangements are largely in place. In addition to the progress already seen in the business development and disaster risk reduction components supported by the psycho-social counseling and gender mainstreaming approaches which will reduce strengthen resilience across a wide cross-section of communities, rural agriculturally-

based livelihoods will be particularly improved through the land clearing programme, development of forest trails and support for agro-processors.

LIST OF ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
ART	Agency for Rural Transformation
CDPP	Community Disaster Preparedness Plan
DANA	Damage and Needs Assessment
DRR	Disaster Risk Reduction
EOC	Emergency Operating Centre
GCIC	Grenada Chamber of Industry and Commerce (GCIC)
GIDC	Grenada Industrial Development Corporation
GNCD	Grenada National Council of the Disabled
GRCS	Grenada Red Cross Society
GRENCASE	Grenada Citizen Advice and Small Business Agency
GRENCODA	Grenada Community Development Agency
GRENEP	Grenada Educational and Development Programme
GRENOP	Grenada Rural Producers Organization
GRENSAVE	Grenada Save the Children Fund
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IEC	Information, Education and Communication
LACC	Legal Aid and Counseling Clinic
LPSC	Local Project Steering Committee
NAD	National AIDS Directorate
NaDMA	National Disaster Management Agency
NDFG	National Development Foundation of Grenada
NIDCU	National Infectious Disease Control Unit
OVI	Observable Verifiable Indicators
PLHIV	Persons Living with HIV/AIDS
PIT	Project Implementation Team
PWD	Persons Living with Disability
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNIFEM	United Nations Children Fund
UNTFHS	United Nations Trust Fund for Human Security Project
VCA	Vulnerability and Capacity Assessment

SECTION II: PURPOSE

2.0 INTRODUCTION

Grenada is a tri-island state in the Eastern Caribbean with a population of 102,000, of which 9,000 live on the out-islands of Carriacou and Petite Martinique. On 7 September 2004, Hurricane Ivan devastated Grenada, inflicting severe damage in the social and economic sectors, and to its environmental health. In its aftermath, 90% of the country’s 31,122 houses were damaged or destroyed, leaving over 30,000 people, or one-third of the population, homeless or living in desperate circumstances. The private sector suffered enormous losses of buildings, equipment and stock; and agriculture and tourism, the main earners of foreign exchange, were brought to a halt. There was also unimaginable damage to public infrastructure and to the institutions and systems of governance; and widespread loss of livelihoods. The island was further devastated by another hurricane 10 months later.

2.1 PROJECT OBJECTIVES

In response to the devastation caused by these 2 Hurricanes (Ivan and Emily during 2004-2005), this project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood, and dignity. The overall aim is *to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes.*

The main objectives of project as approved are as follows:

Table 1: Project Objectives

Immediate Objectives	Sub- components	Outputs
1.0 Livelihoods: Facilitate the improvement of increased livelihoods options and opportunities for farmer and rural households	1.1 Agriculture/ land clearing:	-Livelihoods of 576 farmers restored -100 acres of land cleared - Input packages distributed to selected farmers involved in crop and livestock production - Provision of Labour for a % of farms over a 3-6 month period
	1.2 forest based enterprises and environment restored	-344 persons trained in carpentry and community based tourism and tour guiding -2 eco-tourism trails developed in rural communities - Market study completed to identify opportunities for marketing

		wood craft products
	1.3 agro-processing capacity and employment opportunities restored	<ul style="list-style-type: none"> - 178 persons trained on quality and standards, management and marketing, product processing, packaging and labelling - New agro-processing ventures established and operational
2.0 Business development and micro finance: improved access to microfinance and business opportunities	2.1 business development	<ul style="list-style-type: none"> - 50 persons trained in business development and management techniques -50 craft persons trained - 30 persons trained for new businesses - 50 persons trained in cut flower - 100 persons trained in marketing and capacity building support - NGOs structure enhanced to provide long-term marketing and capacity-building support -100 trained in business management, accounting and marketing
	2.2 microfinance	<ul style="list-style-type: none"> - Creation of revolving funds for two microfinance institutions for two microfinance institutions - Microfinance institutions' staff trained – 15 persons in project appraisal and mentoring -At least 40 new or ongoing businesses supported
3.0 Resilience and capacity to manage and respond to disasters increased in 5 communities	3.1Strengthen Disaster Preparedness Committee and adapt district Preparedness model Plan	<ul style="list-style-type: none"> - 50 persons trained in rapid damage and needs assessment methodologies. • Guidance documents available in rapid damage and needs assessment for community EOCs • 50 persons across 5 communities trained in DP

		plan development • 10 communities receive funding for physical works for disaster mitigation • Disaster management plans in place for 5 communities
Immediate Objectives	Sub- components	Outputs
4.0 National Counseling expanded		-80 persons trained in counseling - Nutmeg workers counseled - 40% of persons in target communities receive counseling
5.0 Gender considerations mainstreamed in disaster risk reduction and livelihoods		- All shelter staff, District Officers and EOC staff receive gender sensitivity training • Gender mainstreamed in VCA and rapid assessment methodologies • Microfinance staff of NDFG received training in ensuring that MF is gender neutral • Police & administration of justice personnel trained in gender-responsive approaches to GBV

2.2 REFERENCE TO HOW THE PROJECT AIMS TO ATTAIN THE HUMAN SECURITY OBJECTIVE

The human security goal is to improve human security (physical, social, and economic security in particular) in Grenada by improving livelihoods on a sustainable basis for women, youth and poor households. The project has as its human security objective the rebuilding of the lives, dignity and security of the most vulnerable population of Grenadians affected by the two hurricanes. Specifically, the target population involves farmers, persons with disabilities (PWD), women and children, unemployed youth, and small scale agro-producers.

One way of doing this is through the multi-sectoral approach adopted in recognition that disasters often affect people in multi-dimensional ways. Thus, the project is targeted to impact on the economic, the psychological, social and individual situations of the beneficiaries. For example, the economic security of the beneficiaries will be enhanced through the clearing and cultivation of 100 acres land, facilitation/encouragement of farm-work cooperatives managed by youth to address the impact of farm labour shortages on small farm productivity. Community tourism, small business development and a strengthened small agro-processing industry will enhance the income generating opportunities of project beneficiaries.

The physical security of the beneficiaries will come about through the execution of the disaster risk reduction strategies such as shelter management training, vulnerability capability assessments and implementation of ten (10) environmental micro projects in the targeted communities which will greatly mitigate vulnerability and reduce hazards to lives and livelihoods of community inhabitants generally.

The general wellbeing of the beneficiaries will be effected through the psychosocial and counseling interventions which will take place in the form of training of additional counselors in the communities, extension of psycho-social and counseling services to 3 rural communities in the parishes of St Johns, St Patrick’s and St David’s respectively. This will mitigate the long term negative impacts and concerns arising from the devastation of the two hurricanes. It will also support the rebuilding process by bolstering the capacity of beneficiaries and service personnel to cope more effectively during future hurricane seasons.

Finally, by ensuring that the project activities are delivered through a consultative and community¹- led approach, facilitating capacity development and empowerment, the human security objectives of the UNTFHS project are more likely be sustained.

2.3 IMPLEMENTING PARTNERS

As shown in Table 2, the main implementing partners comprise the following UN agencies and partner NGOs according to the approved components:

Table 2: Implementing Partners

Approved Components	UN Implementing Agencies	Local Partner Agencies
1. Livelihoods	FAO	Grenada Community Development Agency (GRENCODA), Agency for Rural Transformation (ART), Grenada Education and Development Programme (GRENED), and Grenada Rural Producers (GRENROP)
2. Business development & micro-finance	UNDP	Grenada Citizen Advice and Small Business Agency (GRENCASE), GRENED, Grenada Save the Children Fund (GRENSAVE), National Development Foundation of Grenada (NDF), Microfin,
3. Disaster Risk Reduction	UNDP	Grenada Red Cross Society (GRCS), Grenada National Council of the Disabled (GCND), National AIDS Directorate (NAD), National Disaster Management Agency (NaDMA), ART,

¹ Community, in this context, goes beyond geographic communities but also reflects groups such as Persons Living with Disabilities and PLHIV which have specific needs and challenges and need to be empowered more significantly to ensure that their needs are met and also that they can influence both policy and decision-making on matters which will affect them.

4. National Psycho-social Counseling	UNICEF	Legal Aid and Counseling Clinic (LACC)
5. Gender mainstreaming	UNIFEM	GREMED

SECTION III: RESULTS

3.1 MAIN ACTIVITIES UNDERTAKEN

This section of the report outlines the key activities undertaken to achieve the stated project objectives. The establishment of clear governance mechanisms for the implementation of the project was one of the first initial activities, both to enhance coordination at the UN system level through an Inter-agency Steering Committee chaired by UNDP as Administrative Agent (AA) and at the local level to facilitate coordination amongst the various actors and complementarity of the activities. Prior to roll out of specific activities and given the delay of the project, dedicated time and some resources were spent in the design and operationalization of these mechanisms. More details are provided below.

3.1.1 Project Management and monitoring

Key actions taken include:

- *Initial stakeholder meeting:* This activity, convened by UNDP and other collaborating UN agencies in April 2008, was held in order to re-orient and sensitize national stakeholders of the project's goals, objectives and operating framework. It also provided an excellent opportunity for stakeholder input in relation to project execution. Training and capacity building for both government and NGOs in project management specifically geared to this project including tools for improved qualitative and quantitative reporting as well as for enhanced gender mainstreaming was undertaken.



Figure 1. Composition of the LPSC

- *Establishment of the Local Project Steering Committee (LPSC):* The LPSC, which represents a critical governance unit of the project, is a mechanism for monitoring, implementation and overall project oversight. Established by UNDP in collaboration with

the Government of Grenada in April, 2008, the LPSC is composed of the chairpersons of the various sub-committees and key strategic partners, such as relevant governmental and non –governmental agencies with lead responsibility and or demonstrated capacity in the relevant areas of the project, like the Ministry of Social Development, and the Grenada Bureau of Standards, or the Grenada National Organization of Women (GNOW). A copy of the *TORs for the LPSC and the Subcommittees* are attached as *Appendix 1*.

- *Establishment of project sub-committees:* Five (5) sub-committees namely livelihoods, business, counseling, disaster risk reduction, and gender mainstreaming were set up to monitor and evaluate progress of the main project components, as well as to report on activities in preparation for LPSC meetings.

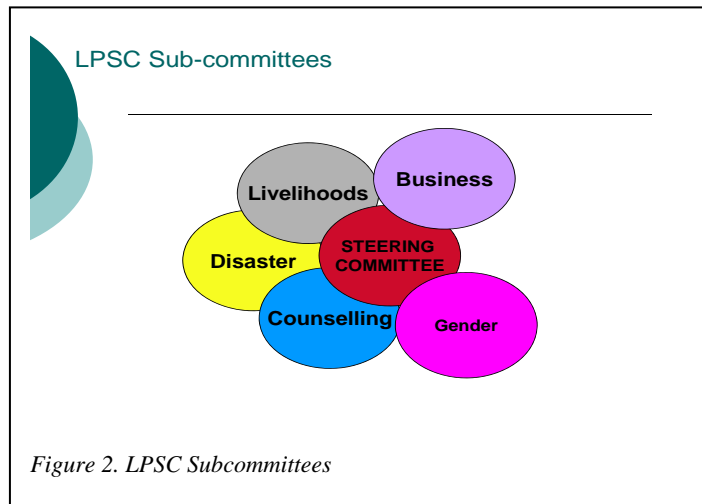


Figure 2. LPSC Subcommittees

- Establishment of an Inter-Agency Steering Committee – to facilitate and continue coordination amongst the four implementation partners of the Grenada UNTFHS, an Inter-agency Steering Committee is operational. This committee meets quarterly to review project progress and make recommendations for improved delivery including coordination. It also operates virtually through email for example in the design of the baseline survey for the project. The committee is chaired by the UNDP Programme Manager who oversees the UNTFHS implementation process and comprises other technical personnel from UNIFEM, UNICEF and FAO. With the project team on board, the Project Implementation Team (PIT) also participates and informs the meetings of the Committee.
- *Set up of Project Implementation Team (PIT):* In August 2008, the hiring of the two key members of the PIT, the Project Coordinator (PC) and Disaster Risk Reduction specialist, were completed. The team was essential for implementation as well as coordination. In particular, the hiring of the DRR Specialist was critical to advancing activities in the DRR component, so critical to the overall impact of the UNTFHS project.
- *Monitoring and Evaluation (M&E):* Much emphasis has been placed on the M&E activities of the project through a number of activities beginning with the commissioning of an overall Baseline Study in November 08. The study will establish a baseline which can be used, inter alia, to create a reference point for monitoring and evaluation of the project’s impact and outcomes. Terms of Reference were completed and a consultant selected. A draft report is scheduled for end January, 2009. A copy of the TORs for the study and the main research tool are attached as *Annex 2*.

Furthermore, through the meetings of the LPSC and various subcommittees, the activities and outputs of the project have been monitored on an on-going basis. To date, 8 meetings

have taken place amongst the various subcommittees and two for the Steering committee. Finally, a draft Monitoring and Evaluation Strategy and plan has been prepared and is awaiting final approval by the IASC and the LPSC.

The subsequent sections elaborate on the specific initiatives achieved in each of the five (5) project components.

3.1.2 Component 1: Livelihoods

Terms of reference for the undertaking of community studies in marketing, agro processing, land clearing and trail development were completed (*Refer to Annex 3*). Consultants have been identified for these studies and work is due to begin in January, 2009. The reports are expected to be completed between February and March 2009. This will inform and guide further implementation by the provision of data that are current and relevant to existing conditions of the targeted communities and that go beyond the more limited baseline survey. The outputs will ensure enhanced targeting and design of interventions and ensure synergy with pending and ongoing activities undertaken by other stakeholders and actors

Work plans have now been completed for all 3 sub-components under livelihoods, namely agriculture and land clearing, agro processing, forest based enterprises and community tourism and the relevant NGOs identified. Agreements with the following implementing agencies (GRENCODA, GRENROP, GRENEDE, ART and Department of Forestry, Ministry of Agriculture) are expected to be signed by mid January 2009.

3.1.3 Component 2: Business Development & Micro-finance:

Under the business development component, a number of activities are completed by the local implementing agencies - GRENSAVE, GRENCASE, Grenada Flower Growers Association, and NDF. Business development includes the development of business skills, supporting capacity building in marketing, strengthening existing small businesses, and cover a range of activities such as batik and garment manufacturing, cut flower production and business training.

Garment making – Batik

GRENSAVE has conducted the market research activity for the Batik and Garment Making Initiative while also undertaking some initial sensitization and training for the overall component. The latter was critical to keep the target group engaged in the process – this grouping in particular has changed given the delays in project implementation. The results and recommendations of the market study will be used to ensure that the outputs of the project meet the specific needs of potential customers. The market research preliminary report is under review. Once finalized, it will guide the next steps for the Batik and Garment Making Initiative. Preliminary findings confirm that there is a potentially sound local market for batik products.

Specifically, the report recommends, amongst other things, aggressive marketing of batik fabric and products, making use of the print electronic media, the annual Food and Drink Bar and all other opportunities; developing a clientele among textile stores who will be able to retail raw

fabric; strong linkages with the tourism sector through shops targeting tourists mainly – already six of the 25 offer batik products and linking with the talent/fashion industries as a medium for additional marketing and promotion of batik products. Small business training for project beneficiaries is already envisioned so that they are better able to understand such issues as pricing, marketing, and value added.

In addition, two 5 day training programmes were organized. The training focused on the technical aspects of batik making. An additional 5 days of practical work application with trainees in the work place has been organized to start in early January 2009.

Expansion of Cut-flower Industry

A second intervention to expand small and micro-business opportunities is the Support for the Cut-flower sector focusing on capacity building and improved production potential. Training was carried out by the Grenada Flower Growers Association (GFGA), the main implementing partner, in the area of propagation. The course covered a number of topics such as the theory of propagation, techniques such as budding, grafting, tissue culture with the focus on 4 main flowers: ginger lilies, anthuriums, heliconias and orchids. These varieties are in especially high demand in both local and regional markets, and have good export potential to generate additional income to farmers.

As a means of strengthening the market capability of the sector and to ensure a sound basis for investment, another NGO, GRENCASE, was selected to carry out market research on cut flowers, locally as well as regionally. GRENCASE has engaged the necessary consultant services and a draft report is being prepared. The report is expected to be submitted for comments by mid-March 2009. A delay was experienced in finding the appropriate consultant expertise to support the study.

Expanded access to Microfinance

In the area of micro finance, a study of the enabling environment will be undertaken. Terms of Reference for the consultancy have been completed (*see attached as Annex 4*), and identification of the consultant is currently ongoing and will be finalized by early January 2009. The study will examine, inter alia, the current operating conditions of the main microfinance institutions (MFIs), the governance conditions, and capacities of the sector. In particular, the study will also address the establishment and operation of a revolving fund for small businesses which will be set up to provide increased access to micro-finance for UNTFHS project beneficiaries with medium/long-term access by other individuals.

3.1.3 Component 3: Disaster Risk Reduction

This section presents the main activities undertaken as part of the disaster risk reduction (DRR) component of the project which seeks to increase the resilience and capacity to respond to and manage disasters in five (5) communities. Specifically, it highlights the progress achieved under each of the four sub-project components as listed below:

- Strengthening district and community disaster preparedness committees;

- Rehabilitation and improvement of shelter and emergency operating centres;
- Rapid damage and needs assessment (DANA) training at the community level; and
- Mainstreaming DRR in HIV/AIDS prevention, care and treatment [a new/expanded section on enhanced awareness at the community level].

Strengthening District and Community Disaster Preparedness Committees

Strengthening district and community disaster preparedness represented a central focus of the DRR framework. Strategically, the planned interventions are expected to establish disaster preparedness plans and committees in five (5) rural communities, with the capacity to prepare and deploy resources in post disaster situations.

Training district disaster coordinators and other critical disaster management personnel as outlined in Table 3 was central to the capacity building framework for this sub-component. Approximately 70% (48 of 67 persons) of the targeted audience was reached through the training activities implemented by the GRCS in collaboration with the NaDMA.

Table 3: Training to strengthen district and community disaster preparedness committees

Nature of training	Target group	Date conducted	Location
Working with vulnerable groups ²	Shelter managers	October 2 – 3 rd	Grenada
	Disaster personnel including shelter managers	October 11 – 13 th	Carriacou
First aid	District health and welfare managers	October 15 th	Grenada
Psychosocial support	District coordinators	October 16 th	Grenada
		December 11 th	Carriacou

Quite noteworthy is the contribution of the above training sessions in equipping disaster management personnel including shelter managers in dealing with vulnerable groups, particularly, people living with HIV/AIDS (PLHIV), children and young people. In many ways, this has far reaching positive implications in reducing opportunities for discrimination, and providing safer shelter environments for vulnerable populations.

To support the commissioning of community disaster preparedness committees, twelve (12) persons were trained in the methodology to conduct vulnerability capacity assessment (VCA) during September to November 2008. Subsequent field work to support VCA was carried out in five (5) selected communities, namely Corinth, Mt. Horne, La Poterie, Mt. Craven and Hillsborough in Carriacou. Reports are currently been finalized by the GRCS. Community mobilization to support the creation of community disaster preparedness committees in the above mentioned communities commenced in December 2008. Meetings and training to ensure successful realization of this activity are planned for the period December 2008 – January 2009 respectively.

² Areas covered in this workshop included integrated gender in disaster management, dealing with persons with disability, children in emergencies, respect and dignity for PLHIV, mentally challenged, youths.

The above two interventions are contributing significantly to addressing a pervasive inadequacy in the national disaster management framework – nonexistent and/or ineffective community disaster committees. Additionally, the lessons learnt from this process can be effectively utilized by NaDMA in mainstreaming the formation of sustainable community disaster committees throughout the tri-island state of Grenada, Carriacou and Petite Martinique. NADMA has already indicated its commitment take these lessons on board.

Enhanced Capacity to prepare and respond to disasters augmented among PWD

The UNTFHS project is making significant strides in strengthening the capacity of persons with disability (PWD) to prepare for and respond to natural disasters. Seven activities have been approved for implementation as listed below:

- Development and implementation of a public awareness campaign to support the conduct of a survey of PWD;
- Administration of a survey to identify PWD;
- Training of relevant stakeholders (i.e. disaster management stakeholders in sign language, and training of adult blind and visually impaired persons in braille);³
- Development of disaster preparedness and response information, education and communication (IEC) materials and programmes targeting PWD;
- Development of a disaster preparedness and response plan specific to the needs of PWD;⁴ and
- Strengthening of the Grenada National Council of the Disabled (GNCD) website particularly to strengthen advocacy, information and communication on emergencies and disasters.

Terms of Reference (*Refer to Annex 5*) to facilitate the conduct of a survey of PWD has been prepared in collaboration with GNCD, Ministry of Social Development and UNDP. The selection process for the consultant should be completed by early January 2009. A public awareness plan has also been developed to sensitize the public of the survey, and secure participation of PWD and their families. Collaboration with NaDMA is also underway to secure a braille embosser to facilitate the training of adult blind and visually impaired persons in braille, and the printing of disaster preparedness materials in Braille specifically for these two key groups.

Rehabilitation and Improvement of Shelter and Emergency Operating Centres

Rehabilitating and improving community shelters especially in vulnerable and hard to reach communities were prioritized as one strategy to protect the dignity and livelihoods of people and communities threaten in a crisis situation. Three (3) community shelters are targeted for improvement and/or upgrades under this component of the project.

A consultative process that engaged key stakeholder groups was utilized to facilitate implementation of this objective. Under the technical guidance of NaDMA with support from the

³ The NaDMA will partner with the GNCD to procure a brail embosser to support training and public awareness of PWD. To facilitate procurement, GNCD is expected to provide 3 quotations of the equipment to allow for drafting of a proposal by the DRR consultant. Funding for this initiative would be sought from local and/or regional partners.

⁴ Plan to be appended to the National Disaster Plan.

Ministry of Works engineering staff, the following activities were undertaken with the strategic objective of repairing critical centres on or before January 31st 2009.

- Selection of three (3) shelters for repairs/upgrade (New Hampshire Community Centre, St. David's R.C. and Westerhall Secondary School). The significance of the centres in serving vulnerable communities and the budgetary allocations were the principal criteria used in the selection process.
- Formal assignment of an engineer from the Ministry of Works to provide technical support to the implementing agency ART.
- Formal communication of the scope of work to key stakeholders impacted by repair activities inclusive of government ministries, shelter managers, and district coordinators.

A Building Inspection Committee comprising the Ministry of Works engineer and the affected district coordinators and shelter managers will be one of the main monitoring mechanisms established by the implementing agency to oversee project execution.

Rapid damage and needs assessment training at the community level

Strengthening the capacity for undertaking rapid damage and needs assessment (DANA) at the community level is pivotal to this project. Activities have started towards the development of a damage and needs assessment training manual to ensure consistency in the collection process, and that the minimum data sets are collected which will improve baseline information for communities across Grenada and better inform their needs in the case of a natural disaster. To date, the implementing agency for this aspect of the project, GRCS, is reviewing model manuals from a number of sources to better inform the consolidation process and to define a common methodology and framework for use in Grenada. The GRCS is working closely with NADMA in this area.

Mainstreaming DRR in HIV/AIDS Prevention, Care and Treatment [NEW]

The UNTFHS project is making ground breaking advances with respect to the expanded multi-stakeholder response to HIV/AIDS in Grenada by (i) expanding the collaborative framework to include the national disaster management agency and (ii) strengthening programming for HIV/AIDS prevention, care and treatment in a disaster context. Supported by UNDP and through the UNTFHS, and in close collaboration with the National AIDS Directorate (NAD), the national network of PLHIV, and NaDMA, efforts are being undertaken to mainstream DRR in HIV/AIDS prevention, care and treatment, and to mainstream HIV/AIDS prevention, care and treatment in DRR strategies. This is a specific intervention geared to achieving the expanded sensitization of and response to the needs of specific groups in a humanitarian/disaster context as outlined by the project document. Funding is made possible due to realization of two activities during 2007 when the project had not been initiated relating to an assessment of shelters and some initial work on shelter repair.

It is anticipated that the project will augment national and community capacities for disaster preparedness and response in relation to both HIV/AIDS prevention, and care and treatment of PLHIV during a disaster. Listed below are the activities planned for this aspect of the project:

- Development of a strategic disaster preparedness and response plan that addresses HIV/AIDS prevention, and care and treatment of PLHIV;⁵
- Training (i.e. disaster management stakeholders in HIV/AIDS issues, and policy makers and implementers involved in HIV/AIDS management in key disaster management concepts and practices);
- Development of information, education and communication (IEC) materials to address HIV/AIDS prevention, and the needs of PLHIV during and after crisis situations; and
- Procurement of one hundred (100) basic disaster preparedness kits specific to the needs of PLHIV.

A steering committee with representation from the implementing agency (NAD), NaDMA and the UNDP-recruited DRR Consultant was established in October 2008 to provide strategic support to implementation of these activities. To date, Terms of References (TORs) to develop a strategic disaster preparedness and response plan for HIV/AIDS management and supporting IEC materials were submitted to potential consultants (*Refer to Annex 6*). Selection of consultants to undertake both assignments will be completed by mid January 2009.

Table 4 outlines a plan of action to facilitate training of almost 200 key stakeholders involved in disaster management and implementation of the national HIV/AIDS response. The human capital augmented through this process will be paramount in securing support for the development and implementation of the strategic disaster preparedness and response plan. Equally important, this training provides a powerful avenue for empowerment of PLHIV increasing their capacity for proactive disaster risk reduction. The implementation of this component is also funded through UNDP's own resources and is complemented by efforts in 2009 to mainstream HIV/AIDS into Poverty Reduction strategies including the PRSP. The outputs of this activity will not only result in a specific strategic approach as part of the Disaster Management Plan of Grenada but also be integrated at the programming level for both Poverty Reduction and HIV/AIDS.

Table 4: Proposed Training plan to support mainstreaming of DRR in HIV/AIDS management

Stakeholder groups	Targeted numbers	Training plan/dates
Disaster management training		
NAD staff	9	Two 1-day training sessions would be conducted on December 16 th and 18 th . Representatives from NAD, the National Infectious Disease Control Unit (NIDCU), National AIDS Council (NAC), Hopepals Network, and managers of residential homes will be targeted. Non-members of Hopepals will be trained separately in January 2009 -
NIDCU	6	
National AIDS Council	12	
Hopepals Network	12	
PLHIV who are not members of Hopepals	63	
Managers of residential homes	5	
Total persons targeted	107	

⁵ Plan to be appended to the National Disaster Plan.

		efforts are underway to finalize this through the NIDCU. ⁶
Stakeholder groups	Targeted numbers	Training plan/dates
HIV/AIDS training		
Technical staff of National Disaster Office	1	Three training sessions would be conducted to meet the needs of targeted group. The first training sessions carded for Wednesday 17 th December (tentative) will target staff of the National Disaster office, district coordinators and NaDMA's instructors. Two additional training sessions carded for January 2009 will target shelter managers.
NaDMA's instructors	8	
Shelter managers	45	
District coordinators	12	
Total persons targeted	66	

Ensuring care and treatment of PLHIV during a natural disaster was clearly recognized as an urgent need by project planners. In light of this therefore, this sub-project component protects the dignity and continued wellbeing of PLHIV during crisis circumstances, particularly ones compromised by socio-economic status. Using information provided by NIDCU and the Network of PLHIV, the steering committee finalized the contents of a basic disaster kit for PLHIV as outlined in Box 1. Supplies for the kits will be procured starting early January 2009 and a protocol for security and storage of the kits. Mechanisms for storage and distribution of kits would be elaborated in the disaster plan.

Box 1: Contents of basic disaster preparedness kit for PLHIV

- 5 pairs of vinyl gloves
- Prepak gauze
- 1 pack prepak cotton balls
- 1 pack band aid
- 1 roll bandage
- 1 8 Oz bottle of hydrogen peroxide
- 1 small tube of antibiotic ointment
- 1 small bottle of insect repellent
- 1 pack of alcohol preps
- 1 1-litre or larger bottle of water (secured through an MOU with Glenelg Spring Water inc.)
- Sturdy plastic container for storing medicine
- Sturdy plastic container to carry all items

Mainstreaming Gender in Disaster Risk Reduction

⁶ The PLHIV targeted in this training are not associated with Hopepals and have not communicated their HIV status publicly. In light of this, the DRR Consultant is currently negotiating with NIDCU to determine how these persons can be trained. The issue of trainer confidentiality is key to ensuring success in this discussion.

Cognizant of the developmental imperative in integrating gender throughout the DRR activities, the Project Management Team (PMT) met with UNIFEM Gender Trainer to discuss mechanisms for mainstreaming gender in the DRR component of the project. It was agreed that training would occur at three levels: the Local Project Steering Committee (LPSC); district disaster coordinators, shelter managers; and team leaders conducting the Vulnerability Capacity Assessments (VCA). To date the following have been trained in basic gender concepts and analysis:

- The PMT;
- Ten (10) shelter managers;
- Chair of the disaster risk reduction sub-committee.

Although not formally evaluated, exposure to the gender training was indeed a ‘light bulb’ moment for all participants. It was very clear from the responses during the training sessions, that participants understanding of the concepts were very limited, inaccurate or non-existent. Overall, one of the most noteworthy contributions of the training is its role in catalyzing stakeholders to re-examine their modus operandi to ensure that gender concerns were identified and integrated prior to execution. To this end, all TORs developed to support DRR activities were reviewed by the Gender Trainer to ensure gender sensitivity.

3.1.4 Psycho-social Counseling

The importance of effective implementation of this component must not be underestimated especially given the psycho-social, traumatic effects on the individual of disasters such like the magnitude of hurricanes Ivan and Emily. Thus, the LACC, which has had a long history in the delivery of such services, effectively executed its task of expanding the availability of counseling services to a number of persons in targeted rural communities.

Under the project, Psycho-social intervention and counseling has 6 objectives, and work has progressed well in all of them during the period. The following information highlights LACC’s progress to date in meeting its objectives:

Objective 1: Training of Fifty (50) persons in Counseling Skills

Since Hurricane Ivan, approximately two hundred and forty (240) persons were trained in Counseling and post disaster management skills which includes inter alia stress management and psychosocial counseling. Of this total, the training of 170 persons (comprising 91 shelter managers; 41 religious leaders; 14 Guidance Counselors and 24 Nurses), can be directly credited to the project. Further refresher courses are planned for March 2009.

Objective 2: Expansion of Counseling Services to at least three (3) rural communities

A Basic Life Skills Programme, for young persons ages 13-17 was implemented in two rural locations namely Gouyave, St. John’s and Petit Bacaye, St. David’s. This initiative is a six (6) week psycho-educational programme geared at academically and socially vulnerable students to sensitize them and enhance their capacity for making socially responsible choices.

Objectives 3 and 4 - Organization of Group Therapy and Strengthening of Secondary and Tertiary Services

Training has been pursued on several fronts with a view to strengthening existing secondary and tertiary services, as well as the strengthening of auxiliary services that are needed to respond to domestic violence and or sexual abuse cases.

In that respect, ten (10) new facilitators for the “Man to Man” Programme were trained in November, 2008. The “Man to Man” programme may be otherwise termed a Batterer Intervention Programme for male perpetrators of violence, especially against women. As from October 2008, the programme has been extended to prison inmates who have had a history of such behavioural traits, and so far, it has been well received. Also, another facilitator for the “Changes” Programme which caters specifically for victims/survivors of domestic violence is presently receiving training.

Finally, based on a special request, between September, 2008 and November, 2008, fifty-two (52) Police Officers have been trained in the psycho-social and legal implications of domestic violence. These initiatives are valuable to the strengthening of the island’s capacity to meet the psycho-social needs of the Grenadian public.

Objective 5:- Production of Programme/Training Manuals

Several training and programme manuals were reviewed and upgraded. For example, the guidelines for the Life Skills Programme for young people were revised in the months of October and November and are now complete. The “Man to Man” programme manual was reviewed by a regional group of experts. After some minor revisions, the manual is now in its final draft and should be ready for use by year end.

The manual for the “Changes” empowerment programme, which also was in dire need of revision, will be completed by early 2009.

Objective 6:- Publicity and Social Mobilization:

LACC convened a special meeting of the National Wellness Team to explore the (i) creation of a post-disaster stress management teaching video and (ii) the creation of public service advertisements addressing situations where stress can be triggered, including natural disasters.

The meeting recommended, inter alia, that a number of public service ads should be produced. Work commenced shortly after and the final versions of a number of audio and video production ads have now been completed for this purpose. It is expected that the Ads will be given significant airing in 2009.

It has been recognized in the implementation that there is need for pro-active support to stress management and perhaps post-disaster stress management particularly for public service personnel which could redound significantly to improved service delivery during and after the disaster as well as enhanced prevention efforts.

3.1.6 Gender Mainstreaming

Gender mainstreaming is a critical strategic objective of the project to reduce men and women's vulnerability to natural disasters, women's specific vulnerabilities in some contexts, gender-based violence and poverty in the targeted communities, which will have positive spinoffs in the wider environment. The overall strategy is highly concentrated on capacity development bolstered by the provision of practical tools and guidance for sustaining the capacity developed and the normalization of gender considerations across livelihoods design and planning, business development advice and services, microfinance services, disaster risk reduction activities and planning and the provision of psychosocial support and counseling services. UNIFEM has contracted a gender trainer to deliver the various outputs as follows:

- **Present a training work plan and methodology:** The gender training work plan was prepared, based on an analysis of the opportunities for promoting gender equity from the perspective of the work plans of the other project components. The plan is also designed to be particularly responsive to the requirements of understanding and implementing a culture as well as policies of gender equality by the leaders, coordinators and leading staff of the implementing agencies. In its execution, the plan will take participants through the trajectory of gender mainstreaming as well providing access to participation on a basis of equality between women and men, on the rights and importance of participation and on the need to anticipate transformation resulting from access and said participation.

The methodology acknowledges non-existent or limited gender knowledge among trainees, and is intended to be participatory and engaging. It relies on initial brainstorming and mapping among participants; use of participants lived experiences as empirical data / source materials and partnering with other stakeholders such as the Grenada National Organization of Women, (committed to gender equality), and the gender desk of the Ministry of Social affairs.

- **Training/Capacity development of Project Management Team (PMT):** To date, two sessions were held directly with the PMT, and PMT personnel have also participated in three other training sessions: business/livelihoods, steering committee and disaster risk management sub-committee. Specifically, the training has consisted of the following components/topics: Gender sensitization for project management unit: why gender? Why gender in Grenada? Key concepts, key issues of poverty, violence and "at risk" identified; coordination for training sessions in project—work plan review, timing of participants in training and logistics.
- **Capacity development of shelter managers, district coordinators and EOC staff to better address gender considerations in an emergency context:** Focused in the first instance on raising sensitivity and consciousness, the first training was attended by 11 shelter staff coordinators/ representatives. There were six females and five males. The main content of the training, accompanied by power point included: What is gender? Key gender concepts; concept of gender mainstreaming; benefits of gender mainstreaming in development; women and disaster risk management; women's vulnerability; discussion: how can shelter managers be sensitive? The discussion was spirited and showed real engagement with the goals of gender equality. A poll showed that none of the 11 had had any previous gender training. In a written evaluation, 100% said they had learnt "a lot". The most critical

concern for a majority was that “gender balance” truly means that and it should not continue to ‘exclude’ males, by which *they* meant that considerations of the needs and interests of both sexes must inform public policy. These persons assessed that men were ‘excluded’ in every programme of gender and that this should not continue. All wanted the “dialogue” and training to continue. More training is expected with the same group, this time based on such goals as how to integrate gender, disaster risk reduction management and development.

- **Microfinance management staff of National Development Foundation** of Grenada was trained in ensuring policies appropriate access for women and men to micro-credit and to ensure that women are not being unintentionally disadvantaged because their issues and challenges have not guided the design and implementation of services. Included amongst those trained from the Business Development Group, other participants represented the following agencies: the Grenada Flowers Growers Association; GRENSAVE represented the batik –makers and GRENCASE. Including the PMT chair, there were four males and four females.

This group identified two critical constituencies they felt should be targeted: women single heads of household with little / no income and a large number of (young) children; and young males who feel excluded from society and tend to become disruptive and anti-social in response to that real or perceived exclusion.

Another session was also held with the business committee in mid October in which topics such as gender budgeting and gender budget sensitivity were covered. A total of 8 persons, comprising men and women, participated in this training.

- **A major step was taken towards improving gender relations based on equity and respect, through the training of the administration of justice personnel, and counseling services staff in gender-responsive approaches to GBV:** Two training sessions with the police have been conducted to date. In the first one, one Inspector and 8 male and 3 female police officers were trained on November 13th at the Grenville Police station. The training focused on: 1), a general introduction to understanding gender Including key concepts; 2), gender mainstreaming, including four key steps; gender relations -- male-female similarities and differences, values and traditions around those; 3), dynamics in police administration -- gender equity in staffing, and household and broader social realities of police women and men.

Fig 3: Photo 1 & 2: Gender training for Grenville Police Officers, Nov. 13th



In their evaluation, 75% of all officers reported that they learnt a lot, 50% asked for “more lectures” and 30% called for this training to be in “all police stations in Grenada.”

A second training session comprising of 17 police officers took place on 5th December 2008. The training focused on professional handling of domestic violence reports to remove gender-bias against women and build a culture of rights and professionalism. Male officers felt that men’s power was under attack and it took considerable focused attention and engagement before they saw the stated goal of removing discrimination, abiding by the law and supporting persons who are victims of crime.

The gender training accomplished a great opening up to a topic seen as “unnecessary”, “biased toward women” or something on which there was much ignorance and misunderstandings on the part of women and men. In other words, patriarchal views and inequality between the sexes are deeply embedded in the culture, while many seem to think of “women’s advantage” as social ills. Gender mainstreaming also revealed that once these issues are pursued, mostly women, but men too, can unearth meaningful inequalities (such the preponderance of violence against women and men’s day to day privilege in society) and reject these inequalities as barriers to sustainable human development, rights and well-being.

3.1 PROGRESS TOWARDS ACHIEVEMENT OF OUTPUTS

Generally progress on the achievement of outputs has been satisfactory across the board with marked advances in some critical areas and activities. Though, progress has been slow in Component 1 which targets agriculturally-based livelihoods in particular, preparatory work has been undertaken that will ensure speedy realization of planned outputs in 2009.

In DRR, the Vulnerability Community Assessment (VCA) training workshops were held and assessments were completed for the 5 targeted communities – which are Corinth, La Poterie, Mt Horne, Mt. Craven and Hillsborough Carriacou. All the project leaders have been trained in gender mainstreaming, and some 28 policemen have benefited from gender sensitivity training as well. Key deliverables under the Psycho social & counseling interventions include 240 persons trained in counseling, two more rural communities received counseling service, and some 26 young people benefited in life skills training.

In cases where the specific outputs are not yet accomplished, most of the supporting and preparatory activities have been completed. For example, terms of reference, and consultant identification, have been finalized (*or in the process of finalization*) for: the following subject areas:

- The micro finance study entitled, “A study to evaluate the enabling environment and current capacities of the micro credit sector in Grenada”

- The market study on cut flowers entitled, “Examination of the local cut flower Industry in Grenada” (Annex),
- Livelihoods community baseline studies on marketing, agriculture& land clearing, agro-processing, and trail development,
- The response plan for persons living with HIV/AIDS entitled, and
- The 3 shelters identified for repairs, viz St David’s R C Primary school, New Hampshire Community Centre and Westerhall Secondary School, have been surveyed.

Table 5 (next page) summarizes the progress attained towards achievement of outputs.

Table 5: Progress towards achievement of outputs

Outputs	OVI	Progress	Recommendations/comments	
Livelihoods – land clearing, agro-processing & forest based enterprises				
Livelihoods of 576 farmers restored	<ul style="list-style-type: none"> ○ Increased land in production by 20% ○ Number of farmers trained ○ Acreages of land cleared and under production ○ Agro processing enhanced by 15% ○ Two community trails developed 	<ul style="list-style-type: none"> ○ Data collection on farmers, stakeholder consensus solicited through meetings ○ Number of lands and farmers identified ○ Preliminary information gathered on the labour market begun 	<ul style="list-style-type: none"> ○ A series of meetings held with farmers to ensure stakeholder buy in ○ All necessary engagements and data gathering to be completed by end Jan 2009 	
100 acres cleared and labour provided to farms		<ul style="list-style-type: none"> ○ No training started, but potential trainers identified ○ TORs completed, selection process of consultant underway ○ TORs for trail study done; selection process of consultant underway 	<ul style="list-style-type: none"> ○ Studies are expected to be completed by Feb 2009. ○ Recommendations will form the basis for marketing of craft products. 	
344 persons trained in community tourism and carpentry				
Market study on wood craft				
Two trails developed	<ul style="list-style-type: none"> ○ No training implemented but pending ○ No new agro processing enterprise established to date 	<ul style="list-style-type: none"> ○ Support for training will come from the Produce Chemistry Lab, and Bureau of Standards 		
178 persons trained				
Agro processing ventures established	Business development and microfinance			
50 persons trained in craft and cut flower 30 persons trained in new businesses 100 trained in marketing	<ul style="list-style-type: none"> ○ Access to business development and micro finance opportunities improved by 30% ○ Increased access to credit by a minimum of 15% 	<ul style="list-style-type: none"> ○ Training needs are identified. Training started in batik making and flower propagation. Business management skills training to be implemented in Feb 2009 ○ Twelve (12) persons trained in batik making ○ Twenty five (25) persons trained in flower propagation ○ No training completed in marketing – the needs assessment and the market analysis still being completed which will inform design of training 	<ul style="list-style-type: none"> ○ The GIDC has agreed to partner to deliver training in business and marketing ○ 1st Market training planned for mid Jan 2009 	

Outputs	OVI	Progress	Recommendations/comments
Creation of revolving fund Training in project appraisal and mentoring 40 businesses supported	Same as above	<ul style="list-style-type: none"> ○ Fund not yet created, until study on Enabling Environment ○ No training undertaken until specific needs of various complementary activities is identified. 	Planned for April 2009. The hiring of the micro finance specialist will facilitate speedy implementation
Disaster management			
Community disaster preparedness plans (CDPP) and committees in place in five (5) communities Five (5) functioning and trained community disaster committees in place with the capacity to prepare and deploy resources in post disaster situations	<ul style="list-style-type: none"> ○ Seventeen (17) district disaster coordinators &/or officials trained ○ Vulnerability and capacity assessment carried out in five (5) communities ○ Community disaster preparedness committees established in five (5) communities ○ Community disaster preparedness plan implemented in five (5) communities ○ CDPP endorsed by Cabinet 	<ul style="list-style-type: none"> ○ Workshops targeting district officials conducted ○ Trained 10 of the 17 targeted shelter managers in area of <i>working with vulnerable groups</i> ○ Delivered 1st Aid training to 14 of the 17 targeted district health and welfare officers ○ Delivered psychosocial support training to 10 of the 17 targeted district coordinators ○ Training of 12 persons in VCA methodology ○ VCA conducted in all 5 communities – reports been finalized ○ Community mobilization underway to establish community disaster preparedness committees in 5 communities 	<ul style="list-style-type: none"> ○ All workshops were successfully conducted ○ Targeted participation was not met because NaDMA was unable to secure participation of all persons ○ Supplementary training planned to meet targets ○ To ensure effectiveness, the DRR Consultant recommended that GRCS take the lead in managing all aspects of the workshop ○ More effective reporting from GRCS, and monitoring of project by PMT needed
Capacity to prepare and respond to disaster augmented among the community of PWD	<ul style="list-style-type: none"> ○ Database of PWD developed and circulated ○ Thirty (30) disaster management stakeholders trained in sign language ○ At least 6 braille trainers trained and 18 visually 	<ul style="list-style-type: none"> ○ None of the OVI have been achieved. However, a number of supporting activities have been undertaken to support realization of OVI in 1st quarter of 2009. <ul style="list-style-type: none"> ✓ Submission of TORs to consultants to conduct survey ✓ Development of a PA campaign 	<ul style="list-style-type: none"> ○ Human resource capacity constraints at the GNCD have impacted on progress in this specific activity. ○ There is a renewed interest and leadership taken by GNCD in the latter part of

Outputs	OVI	Progress	Recommendations/comments
Capacity to prepare and respond to disaster augmented among the community of PWD	<ul style="list-style-type: none"> ○ 500 materials printed & sign language incorporated in disaster preparedness PSA ○ Disaster preparedness and response plan approved ○ GNCD's website more disabled and disaster preparedness friendly 	<ul style="list-style-type: none"> ✓ Design of a flyer to support PA campaign 	-
Community shelters rehabilitated and improved – training conducted	<ul style="list-style-type: none"> ○ Shelter and EOC management training courses conducted ○ Three identified shelters improved/upgraded ○ Three strategically placed shelters equipped ○ Guidance manuals used in EOC training distributed to all official shelters 	<ul style="list-style-type: none"> ○ Three shelters identified for repairs in collaboration with NaDMA's Shelter Inspection Committee ○ Quantity estimates presently been done with support from Ministry of Works 	<ul style="list-style-type: none"> ○ Although the repairs were not conducted within the planned timeline, the coordinated approach employed for decision making was very effective in gaining consensus and support for project ○ Good support provided by the Coordinator of the National Disaster Office and Ministry of Works
Communities awareness on critical DRR issues developed and/or enhanced	<ul style="list-style-type: none"> ○ Approved copies of public awareness materials and/or programmes developed 	<ul style="list-style-type: none"> ○ No specific substantive work has been undertaken as yet on this output (planned timeline March – June 2009). Activities targeting PWDs and PLHIV will inform further work 	<ul style="list-style-type: none"> ○ Key messages to be informed by information gaps and recommendation from DRR Committee and LPSC members.
Capacity to conduct damage and needs (DANA) assessment	<ul style="list-style-type: none"> ○ Training manual for DANA developed ○ Rapid DANA training 	<ul style="list-style-type: none"> ○ Review of existing literature on DANA ongoing 	<ul style="list-style-type: none"> ○ Mechanism to ensure effective reporting by GRCS and monitoring by PMT

strengthened	targeting 50 persons		
Outputs	OVI	Progress	Recommendations/comments
Disaster preparedness and response capacities strengthened in relation to HIV/AIDS management	<p>Strategic disaster preparedness and response plan for HIV/AIDS management approved and disseminated</p> <p>At least 75% of key disaster management and HIV/AIDS stakeholders trained in critical aspects of HIV/AIDS and disaster management respectively</p> <p>500 sets of materials printed each to address HIV prevention, and care and treatment of PLHIV during crisis situations</p> <p>100 special needs kits available for PLHIV</p>	<ul style="list-style-type: none"> ○ None of the OVIs were accomplished. However a number of supporting activities have been undertaken to support realization of OVIs in 1st quarter of 2009. <ul style="list-style-type: none"> ✓ Submission of TORs to develop IEC materials and strategic disaster plan to consultants ✓ Plan to facilitate training of disaster management and HIV/AIDS stakeholders during the week of December 15th 2008 ✓ Finalization of composition of a basic disaster kit for PLHIV ✓ Plan to secure and submit invoices to UNDP by December 15th to support procurement of basic kits 	<ul style="list-style-type: none"> ○ Efforts towards implementation were challenged by the limited human resource capacity at the NAD, and limited local capacity to undertake assignments. ○ The steering committee established to support implementation has provided an excellent opportunity for decision making and sustained stakeholder involvement ○ The recruitment of a DRR Consultant has also catalyzed implementation efforts ○ Formal communication from UNDP to the NAD in January 2009 is recommended to stimulate efforts at implementation
Ten (10) micro-projects to reduce environmental and physical hazards implemented	This aspect awaits finalization and is dependent on findings from other ongoing activities including the VCA and the training of DRR staff and community disaster committees.		Specific issues such as project type and location will be addressed when training is completed and preparedness plans are close to finalization. Criteria will be defined based on the findings of the VCA studies

			and other assessments.
Outputs	OVI	Progress	Recommendations/comments
Psycho-social counseling			
50 persons trained in counseling Provision of counseling services to rural parishes. Nutmeg workers counseled 40% beneficiaries receive counseling	National counseling services increased by 15%	<ul style="list-style-type: none"> ○ Counseling is ongoing and some 240 persons already trained ○ Service expanded to Gouyave, St Johns ○ Twenty six (26) young people are currently enrolled in basic life skills programme in St. David's and St. John's. 	<ul style="list-style-type: none"> ○ Refresher courses to begin 2009 ○ Expansion of counseling services to St Patrick's in 2009 ○ Status of nutmeg workers Under review to see relevance
Gender mainstreaming			
Gender sensitivity training to shelter staff Mainstream gender in VCA and rapid needs assessment Mainstream gender to micro finance staff Police and justice administration trained in gender –responsive approaches to GBV	Gender biased violence (GBV) reduced by 10%	<ul style="list-style-type: none"> ○ Shelter managers trained ○ VCA technicians trained in gender analysis ○ Business and micro finance leaders trained ○ Twenty eight (28) police men and women trained in gender sensitivity 	<ul style="list-style-type: none"> ○ Mainstreaming gender opens sensitivities in the traditional concepts of societal roles of men and women. ○ To be effective, national PA programmes need to be in place to sensitize the public in general.

3.3 ACHIEVEMENT AS MEASURED AGAINST STATED OBJECTIVES

Table 6: Achievements as measured against objectives

Objectives/purpose	OVIs	Progress	Recommendations or comments
Facilitate the improvement of increased livelihood options and opportunities for farmers and rural households	<ul style="list-style-type: none"> ○ Increased land in production by 20% ○ Number of farmers trained; ○ Acreages of land cleared and under production; ○ Agro processing enhanced by 15% ○ Two (2) community trails developed 	<p>Progress has been delayed. Work plans are all in place to begin early 2009. Preliminary studies, stakeholder meetings, and data collection are in process.</p> <p>Study to be done on trails in Jan- Mar, 2009</p>	<p>Acreages projected under production to see a 40% increase as indicated by the implementing agencies.</p>
2. Access to microfinance and business development opportunities improved.	<p>Access to business development and micro finance opportunities improved by 30%</p> <p>Increased access to credit by a minimum of 15%</p>	<p>One venture - Batik making is expected to start business early in 2009</p> <p>The study of the enabling environment will set the stage for the necessary interventions</p>	<p>Production space is currently being sought</p> <p>Credit fund to be set up after micro finance study is completed and once the business needs are identified</p>
Resilience and capacity to respond and manage disasters increased in five (5) communities by 2008 (through planning, training, assessments, awareness raising, shelter management, and reduction of physical hazards)	<p>Improved human security at the community level through improved preparedness and response frameworks and planning with a gender lens (awareness increased by 20%)</p>	<p>Ground breaking work in mainstreaming DRR in HIV/AIDS management and augmenting the capacity for disaster risk reduction among the community of persons with disability.</p> <p>Gender awareness among coordinating and implementing arms of this project has been improved significantly.</p>	<p>More standardized and consistent evaluation and reporting required from implementing agencies</p>
National Counseling Expanded.	<p>National counseling services increased by 15%</p>	<p>240 persons have been trained in counseling. Counseling services are now available in two additional communities - Gouyave and Petite</p>	<p>It is recommended that refresher courses be conducted as well</p>

Objectives/purpose	OVI	Progress	Recommendations or comments
		Bacaye	
Gender considerations mainstreamed in disaster risk reduction, livelihoods approaches, and state responses to ending gender-based violence (GBV) strengthened.	-Gender biased violence (GBV) reduced by 10%	28 police officers trained in gender equity, and in the handling of victims of Gender based violence. Shelter managers and project managers are now fully sensitized to gender issues that can impact their work.	Looking at situations with a gender lens is new concept to project leaders. The effectiveness of gender equity needs a wider national buy- in through national programmes of support.

3.2 IMPLEMENTATION CONSTRAINTS (including plans for addressing them)

Three issues impinged negatively on implementation as follows: Change of Government; changed project environment; scarcity of trained personnel.

Government change: One of the major issues was the transition period from the change of one Government to another after the July 2008 elections. This meant that the new decision makers needed to be briefed on the project, the strategy and intended impacts and outcomes. Personnel movements in the various ministerial departments saw a slowing down in the start up of the project. These issues were addressed through the briefing meetings and the sharing of appropriate documentation with the new policy holders.

Changed environment: by the time the project started, circumstances had changed with some of the implementing partners: personnel shifts/changes had occurred leading to capacity constraints and even community selection had to be reviewed. In most cases, a review with key stakeholders has been undertaken and some activities re-packaged. In those cases, there has been no significant change of the scope, activities or outcomes of the project, and target beneficiaries have been successfully re-engaged.

Scarce human resources: Identifying suitable persons for the provision of technical and consultancy services- even for short interventions- and studies have posed difficulties. The proposed solution is to prepare a directory or register of qualified personnel in one of the public or private coordination institutions, either the Grenada Industrial Development Corporation (GIDC), the Inter-Agency Group of Development Organizations (IAGDOO, or even the Grenada Chamber of Industry and Commerce (GCIC), where any person can access the relevant information. The GIDC has indicated that it does see the necessity for such a directory, and will attempt to do this in future.

Table 7 (below) summarizes key implementation constraints which have been specific to implementation of the DRR component of the project but could affect other multi-partner components such as Component 1.

Table 7: Implementation constraints and plans for resolving

Implementation constraint	Plan to address constraint
Limited human resource capacity to expedite project execution in implementing agencies primary the NAD and GNCD	<ul style="list-style-type: none"> ○ Subcontract assignments to consultants ○ Establish a formal committee to support GNCD's implementation efforts (e.g. GNCD representatives, Ministry of social development, Peace Corps and DRR Consultant) – GNCD should provide leadership for establishment of committee
Insufficient leadership provided among select implementing agencies in project implementation	<ul style="list-style-type: none"> ○ Formal communication from UNDP to all implementing agencies reminding them of their role in providing leadership and supporting timely achievement of all outputs ○ Formal communication to the NAD regarding reporting arrangements
Small stock of local qualified human resource to undertake consulting assignments	<ul style="list-style-type: none"> ○ Direct TORs to both local and regional consultants ○ Create Register of local consultants and experts
Project communication and continuous evaluation	<ul style="list-style-type: none"> ○ Communicate monitoring and evaluation plan to implementing agencies regularly and support continued capacity building in this respect ○ Regular monitoring of agencies to ensure compliance with M&E strategy and system

A consolidated M&E plan is now drafted and will guide overall monitoring of the project activities including tools and methodologies. It is attached as *Annex 7* to this report.

Project Evaluation:

Evaluation instruments as outlined below will be undertaken for the project, at an estimated cost of EC \$24,000 over the life of the project.

Evaluation will take the form of periodic examination of the objectives, results and outputs of the project in realizing planned outcomes. In this respect, project progress reports from implementing agencies and sub-committees will be reviewed and indicators assessed to appropriately calculate progress achieved. Progress will continually be monitored against the original or adjusted indicators. This will be further supported through quarterly oversight meetings of the Project Steering Committee (PSC).

As outlined in the project document, a review of the project will be undertaken now that six months of implementation has taken place. This will be initiated first through a review of the 1st substantive report and financial reporting and through the Inter-Agency Steering Committee. A report will be generated from that discussion highlighting challenges, proposed solutions and a mechanism for evaluation of progress on these. Project monitoring will continue to be guided by the activities outlined above. At the end of the project, evaluation will take the form of beneficiary surveys and focus group meetings.

Another important aspect of the evaluation of the project relates to the ongoing identification of risks, issues or challenges as they arise during project implementation, and their solutions. Lessons learned, as a result of problems which arose, have been identified as an integral part of project reporting for all agencies.

3.5 LESSONS LEARNT

The main lessons learnt are given under the following headings:

(a) Working with partners

- Expectations must be continuously communicated to all partners prior to and during implementation.
- Identification of potential challenges and/or institutional weaknesses should be ongoing with the view to putting mechanisms in place to address them as they arise.
- Partners need to share information early on areas which may impact on the project but may not be known by the implementing units.
- Partners should share schedules or periods of prolonged absences which may slowdown follow-up action on deliverables.

(b) Good practices/innovation

- Periodic meetings between the project team and implementing agencies on reporting obligations, especially at project start up, have proven critical for sustained and effective implementation.
- The active involvement of the funding agency in project implementation at the local level is critical.
- The establishment of sub-committees to support the work of implementing agencies can bolster and assist those implementing partners which are constrained by limited human resource capacities
- The recruitment of technical experts can be critical in the support to project implementation particularly in bolstering the existing capacity of NGOs.
- Continuous dialogue and outreach particularly through email has helped to advance project activities.

(c) Application of human security concept

- Reinforcement of the HS concept - ensuring that all stakeholders are clear of the meaning of the concept, and its application in project implementation is key.
- Sustainability of the project efforts and strategies would be strengthened by a programme to develop a national consciousness on the concept of human security at various levels of society.

(d) Project management

- A well developed monitoring and evaluation plan must be continuously communicated to all implementing agencies and M&E tools and approaches need to be regularly reinforced during implementation particularly during the early stages.
- Implementing agencies must be supported in enhancing public awareness activities in their work plans
- Early establishment of the project office and the strong leadership of the lead Ministry, is important for effective project communication, visibility of the project and effective monitoring and evaluation.

3.6 OTHER HIGHLIGHTS AND CROSS CUTTING ISSUES

It has become clear during implementation of this project that there is the need to mainstream DRR as well, in all aspects of project implementation as a mechanism for ensuring sustainability and improved system resilience.

SECTION IV: FORTHCOMING (JAN to DEC) WORKPLAN⁷

Attached to this report is the Work plan for the next 12 months, beginning January to December 2009 (*Refer to Annex 8*), given the initial delays which were due to factors outside the control of the project.

Plan overview: The major objectives, milestones, and planned activities are highlighted as follows:

1.0 Livelihoods- Agricultural development support, agro- processing development, forestry products:

1.1 Land clearing

- **March,30th,2009** – Farmers’ marketing, nursery management training completed
- **April 30th 2009** – Youth labour company established and plant nursery fully established
- **April 30th 2009** – Livelihoods of farmers and rural households restored – 40 acres of land will be cleared and cultivated
- **May30th 2009** - livestock development programme will be fully operational
- **July31st 2009** – another 60 acres of land cleared and cultivated
- **Sept 30th 2009** – 40 acres of land cleared and cultivated

1.2 Agro processing

- **March 30th2009** – bulk purchasing inputs and packaging scheme fully implemented
- **April 30th 2009** - Quality evaluation and monitoring programme for agro processors established
- **30th May, 2009** – measurement and food quality testing equipment procured and available for use by processors
- **July 31st 2009** - the quality and productive capacity of agro processors improved – 40 to 50 agro- processors will be trained in food quality and safety, and business development
- **Sept 30th 2009** – 2 business development workshops for agro- processors completed

1.3 Forestry enterprises:

- **February 28th , 2009** - Rehabilitation of herb and Gardens at Laura, St Davids
- **March 31st, 2009:** 30 community persons trained in tour guiding
- **30th April, 2009** - 1st community tourism trail will be developed - a community spice trail at Laura, St Davids,
- **June 30th , 2009** – the livelihoods of 25 families in St Davids will be restored
- **July/ August, 2009** -2nd Community tourism trail at Morne Longue in St Andrews developed
- **Sept 30th , 2009** -Training of craftsmen in woodwork

⁷ The Work Plan assumes necessary steps will be taken to extend the project until December, 09.

2.0 Business development and micro finance:

- **January 30th 2009** – 30 flower growers will be trained in the skill of marketing
- **February 28th 2009** - 12 batik trainees will be assisted to set up business
- **March 30th, 2009** – Bulk purchasing flower scheme established
- **30th April, 2009** – Flower growers attend Promotional and Marketing event
- **May 30th 2009** - Revolving micro Credit Fund fully operational
- **July 30th 2009** - 15 employees of NDF and MicroFin will be trained in project appraisal.
- **August 30th, 2009** – batik businesses fully established

3.0 Community – level disaster mitigation:

3.1 Strengthening of district and community disaster preparedness committee

- **February 13th 2009** – Completion of PA campaign to sensitize public of survey to identify persons with disability (PWD)
- **February 27th 2009** – Establishment of community disaster preparedness committees in 5 communities
- **April 30th 2009** – Submission of report and database emanating from survey of persons with disability
- **April 30th 2009** – Submission of final IEC materials targeting PWD
- **May 30th 2009** – Methodology for assessment of community preparedness - Implement the B/Tool
- **May 29th 2009** – Completion of ECO management training courses
- **May 29th 2009** – Completion of training of adult blind and visually impaired persons in braille and disaster response personnel in sign language
- **May 29th 2009** – Completion of enhancement of GNCD's website
- **June 15th 2009** - Adaptation of District Disaster Preparedness Model Plan for 5 selected communities with special emphasis on female-headed householders, elderly and disabled)
- **July 31st 2009** – Submission of approved version of strategic disaster preparedness and response plan for PWD.

3.2 Rehabilitation and improvement of community shelters and Emergency Operating Centres

- **February 27th 2009** – Completion of repairs to community centre and submission of reports to UNDP
- **March 31st 2009** – Provision of equipment and basic supplies to 3 most in need shelters
- **June 30th 2009** – EOC training manual distributed to all official shelters

3.3 Rapid DANA training at the community level

- **March 20th 2009** – Training manual for DANA developed
- **May 29th 2009** – Information published on specific issues emanating from NGO work
- **June 30th 2009** – At least 50 persons trained in DANA methodology

3.4 Mainstream DRR in HIV/AIDS management and HIV/AIDS in DRR strategies

- **February 27th 2009** – All training to support item 3.4 completed
- **March 13th 2009** – Basic disaster preparedness kits for PLHIV procured
- **April 30th 2009** – Strategic disaster preparedness and response plan for HIV/AIDS management developed
- **April 30th 2009** – IEC materials to support item 3.4 printed

4.0 Psycho-social and counseling:

- **January/ February, 2009:** The expansion of the “Changes” Counseling Programme for victims of domestic violence into two (2) rural areas, namely St. Andrew’s and St. Patrick’s. The St. Patrick’s Programme will target women who are currently resident at the Emergency Shelter for abused woman and their families.
- **February, 2009:** Training sessions with other identified stakeholders (To be determined by the National Wellness Committee).
- **March, 2009:** The implementation of a counseling intervention for victims/survivors of sexual abuse.
- **March/April 2009:** The creation of public awareness brochures.
- **April, 2009:** training session with Media workers.
- **April/May, 2009:** An assessment of the specific counseling needs of Carriacou and the creation of an intervention that would be most valuable to that district.
- **June/July, 2009:** The creation of a framework for a Sexual Abuse Awareness Programme (SAAP) to be delivered in the schools across Grenada.
- **Sept 30th, 2009:** The completion of all outstanding operational manuals

5.0 Gender mainstreaming:

- **January/February, 2009:** Gender will be mainstreamed to all beneficiaries of the project in 10 target communities
- **March/April, 2009:** A national gender sensitization programme will be initiated.

Major adjustments to project:

One major adjustment/ innovation to the project is the mainstreaming of Disaster Risk Reduction strategies in HIV/ AID programming.

There are also some changes in the target communities, especially for Conference in St Andrews and Apres Toute in St Davids, mainly due to capacity constraints of the implementing NGO on one hand, and also because one of the planned activities is now under the Grenada Rural Enterprise Project (GREP). This, however, will not affect the overall outreach, as new communities have been included such as Laura in St Davids.

Estimated budget:

The total budget for the 12 month period is estimated at \$539,600 United States dollars. Of this amount, the livelihoods component is expected to spend more than 45% of projected expenditure which is to be expected given its late start.

Projected expenditure is broken down as shown in Table 8 below.

Table 8: Breakdown of budgeted expenditure, Jan – September, 2009

Component:	Budget US\$
1. Livelihood support: agricultural development, agro processing	244,500.00
2. Business development & micro finance	100,707.00
3. Community disaster mitigation	132,748.00
4. Psycho-social & counseling	22,037.00
5. Gender mainstreaming	19,630.00
Total ECS	539,622.00

SECTION V: RESOURCES AND FINANCIAL IMPLEMENTATION

(a) The table below (Table 9) outlines the approved budget by Agencies, and the resources available to project as a whole.

All UN implementing agencies have received all of their funds from UNDP as AA between March and April 2008. These disbursements were guided by the project document and the approved allocation of resources.

Of the total programmable costs of \$926,593 available to be spent, \$213,827.23 representing almost 23% of the overall allocation, has been expended to date. In addition, there are significant commitments which support continued implementation of project activities. Under UNDP-managed components, there are commitments totaling USD 123,862.04 representing agreements between UNDP and NGO implementing partners and further USD 7500.00 in contract obligations for project staff as well as the consultant working on the baseline study. The costs for the Project coordinator for 2009 are anticipated to be a further USD 35571.80. Total commitments for 2009 so far are **USD 166,795.07. UNIFEM has commitments of a further USD 11,000 and FAO of USD 11,112.00. **Total commitments across the project are USD 188,907.07****

UNIFEM and UNICEF have both recorded fairly good budgetary utilization rates of 61.00% and 63% respectively. This may be due largely to the fact that many of the activities of these Agencies involve coordination and liaison with only one local implementing agency. Moreover, given the interdependencies of activities within components or across the entire project, there was a need to implement some activities sequentially in order to inform the design and implementation of others. For example,

significant training of MFIs or the design of the microfinance facility should only occur once the business development and livelihoods activities have advanced considerably and when the study of the enabling environment has been completed. This strategic approach, it is felt, will better ensure the greatest impact and effectiveness of the interventions across the UNTFHS.

Table 9: Total approved budget and summary of resources available to the project

Items	Amount (US\$)				
	Current period (B) 1st April,2008 to 30th Dec,2008				
	UNDP	UNICEF	UNIFEM	FAO	TOTAL
Total approved programme costs (I)	580,393.00	61,500.00	39,500.00	245,200.00	926,593.00
<i>Programme costs received to date (II)</i>	580,393.00	61,500.00	39,500.00	245,200.00	926,593.00
Total approved PSC (III)	40,627.51	4,305.00	2,695.00	24,520.00	72,147.51
<i>PSC received to date (IV)</i>	40,627.51	4,305.00	2,695.00	24,520.00	72,147.51
Total funds received to date (V)	621,020.51	65,805.00	42,195.00	269,720.00	998,740.51
Total approved budget (VI = I+III)	621,020.51	65,805.00	42,195.00	269,720.00	998,740.51
Estimated total expenditure (VII)	150,258.84	38,708.85	24,000.00	859.54	213,827.23
Balance (VIII = V-VI)	0.00	0.00	0.00	0.00	0.00
Expenditure vs. funds received (IX = VI/V)	26.00%	63.00%	61.00%	0.0%	23.00%

(b) Financial Implementation Status

Table (10) below describes the status of financial implementation of the project, by Objectives.

Table 10: Approved Budget and expenditure to date, by objectives (US\$)

Project objectives	Budgetary allocation	Actual Expenditure
Objective 1. Facilitate the improvement of increased livelihood options	239,500.00	859.54
Objective 2. Access to micro-finance and business opportunities	265,500.00	42,083.33
Objective 3. Resilience and capacity to manage disasters increased in 5 communities	187,863.00	46,877.48
Objective 4. National counseling expanded	59,500.00	38,708.85
Objective 5. Mainstreaming gender	38,500.00	24,000.00
Objective 6. Project Implementation activities	23,000.00	7,993.50
Project Support & Operating Expenses	112,730.00	53,304.53
Recovery Cost	72,147.51	
Total	998,740.51	213,827.23

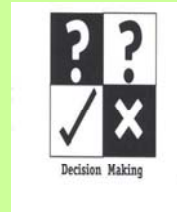
The main highlight of table 10 is the slow financial implementation of some activities especially in the livelihoods component. A total of \$213,827.23 has been spent so far representing 23% of the total approved budget. A further USD 189,000 is also committed to ongoing activities for 2009 already.

Implementation will be accelerated significantly building on the firm foundation established over the last six months with governance, operational and monitoring systems effectively in place. Specific attention will be placed on the Livelihoods Component by the Inter-Agency Committee and the PIT to ensure that activities there can be accelerated significantly.

ANNEX 1: Project Governance Mechanisms – LPSC and Associated Subcommittees

Role of Steering Committee

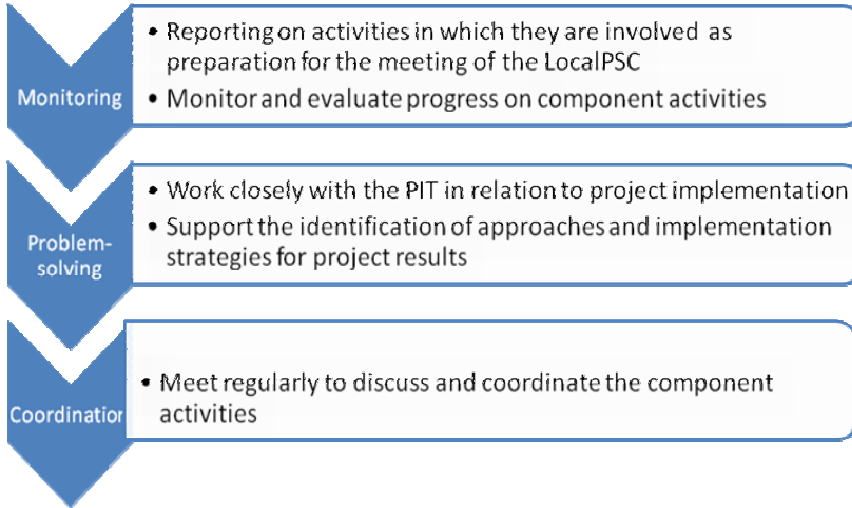
- Implementation oversight
- Review Progress in achieving outputs, targets
- Review & approve reports
- Problem solve
- Advise on support needs and criteria for support
- Provide policy guidance
- Support resource mobilisation



Process/Operation of the LPSC

- **Record-keeping:** Project Admin Asst serves as the Secretary to the LPSC and takes and presents the minutes
- **Quorum:** 3 clusters comprise the Committee. Minimum requirement: 3 Government Agencies, 3 NGOs, (1) PIT
- **Regularity of meetings:** Once a month. 3rd Tuesday of each month at 9:00 a.m. starting April. Location to be confirmed.
- **Subcommittees:** Need to schedule their meetings for submission for the PSC

TOR for the Sub-committee



ANNEX 2:

TERMS OF REFERENCE FOR THE BASELINE STUDY TO SUPPORT THE MONITORING AND EVALUATION OF THE UNTFHS PROJECT - GRENADA

A. BACKGROUND AND JUSTIFICATION

On September 7 2008, Hurricane Ivan, a category 4 tropical system devastated the tri-island state of Grenada, Carriacou and Petite Martinique inflicting severe damages to the socio-economic sectors. In the aftermath, 28 persons died, 353 were hospitalized, and 90% of the housing stock were damaged or destroyed, leaving over 30,000 or one-third of the population homeless or living in desperate circumstances. Additionally, the engines of growth, tourism and agriculture were destabilized.

Within 10 months, as the country struggled to recover, Hurricane Emily a Category 1 system struck the island, further devastating its social, physical and ecological infrastructure. The twin impacts of the hurricanes and the broad-reaching nature of the damage to the socio-economic sectors created a significant challenge to Grenada in ensuring human security and sustainable livelihood opportunities.

The resultant damages were assessed at US\$ 1.2 billion, representative of 250% of the islands Gross Domestic Product. Grenada's efforts therefore at redevelopment and attainment of its Millennium Declaration commitments are certainly compromised if urgent action is not taken to restore human and economic stability.

Investigation of the socio-economic landscape post hurricanes Ivan and Emily revealed a number of disturbing trends which compounds efforts at sustainable rehabilitation as outlined below:

- *Increase incidence of poverty:* In 2002, the poverty rate for Grenada was estimated at 32.1%. The Core Welfare Indicator Survey (CWIQ) implemented in 2005 by the UNDP with the Government of Grenada in partnership with the Caribbean Development Bank and UNIFEM revealed an intensification of poverty, especially among women, children and the elderly, and unemployment of over 17%. In addition, the study noted that more than one-fifth of rural female-headed households are amongst the poorest on the island (CWIQ, 2005).
- *Disproportionate vulnerability of women:* The Gender Impact Assessment of Hurricane Ivan undertaken by ECLAC, UNIFEM and UNDP in 2005 revealed that existing gender inequalities in Grenada rendered women and their children more acutely affected by the disaster than their male counterparts. Areas of concern included women's restricted skill base, devastation of nutmeg fields displacing approximately 300 women, the burden of care for children and the elderly, the dependence of poor female heads of household on State support, high rates of teenage fertility and damage to day care centers.

- *Inadequate community disaster preparedness and response mechanisms:* The need to eradicate poverty and develop sustainable livelihoods is therefore a priority.

In response to the devastation and resultant vulnerabilities caused by Hurricanes Ivan and Emily, four UN agencies in collaboration with the Government of Grenada is implementing the project *restoring livelihoods in Grenada after Hurricane Ivan and Emily*. The project aims to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes. Four components as listed below would be implemented:

- Agriculture, agro-processing and forest-based enterprises;
- Business development;
- Microfinance;
- Community level disaster management;
- Counseling; and
- Mainstreaming gender.

The need to assess the impact of the project in meeting its goals and objectives is fundamental to overall project development and implementation. A comprehensive baseline study which establishes the state of affairs prior to project implementation is therefore critical.

B. OBJECTIVES

The proposed study recognizes the importance of effective monitoring and evaluation as part of an overall comprehensive framework for project development and management. Specifically, the study will:

- Establish a baseline prior to initiation of project activities to create a reference point for monitoring and evaluation of the project's impact and outcomes;
- Assist executing, implementing and counterpart partners to more effectively develop and implement projects in Grenada and within the region.

C. THE ASSIGNMENT: THE SCOPE OF WORK

The proposed Consultant with expertise in socio-economic research will achieve the project's overall and sub-component objectives through implementation of the following general and specific tasks. The selected candidate with post graduate training in social science should have at least 10 years experience in the above field.

General Tasks

1. Review the institutional, legislative and policy framework governing the five (5) project components as outlined in the project document.
2. Based on the findings derived from the specific tasks assess the adequacy of the project's indicators to effectively monitor progress and impact, and make appropriate recommendations.

Specific Tasks

Component 1: Agriculture, agro-processing and forest-based enterprises

1. Using appropriate data collection methodologies, provide information on the following parameters:
 - a. Training programmes implemented by the Ministry of Agriculture and the NGO sector targeting crop and livestock farmers post Hurricanes Ivan and Emily, and farmers participation levels disaggregated by sex, parish and targeted communities if possible;
 - b. Farms by size and type of ownership disaggregated by sex;
 - c. Acreages of land cleared and under production at the national level, and in the targeted communities/parishes;
 - d. Average income of small and medium farmers, households and individuals disaggregated by sex.
 - e. Status of nurseries including numbers, types and seedling sales.
 - f. Production support systems (e.g. marketing, extension, credit, inputs) available and utilized by farmers in the target communities.
 - g. Level of farm and family labour utilized in the production and marketing activities on the farm.
2. Investigate the status of forest-based enterprises at the national level, and community tourism ventures within the primary communities with specific emphasis on the following: number of functional trails, and those established and/or restored post Hurricanes Ivan and Emily; number of persons trained in forest-based enterprises disaggregated by sex and parish; related employment by sex; and number of community tourism enterprises established and/or restarted.
3. Determine the scope of agro and fish processing with specific emphasis on number of enterprises, sales, income, and training opportunities in target communities.
4. Determine the perception among key stakeholders regarding the quality and state of development of agro and fish processing and/or products in target communities.

Component 2: Microfinance & Business development

Investigate the access to micro-finance and business development opportunities at the national level. The review should underscore the following parameters:

- a. Access and uptake rates for microfinance and small business support for women and youths disaggregated by sex, parish and target community if available;
- b. Baseline data on the garment and cut flower industries outlining the relationship between demand and supply, and the potential for expansion in niche markets;
- c. Level of interest at the target community level in business development;

- d. Access to relevant technology at the community level.

Component 3: Counseling

Determine the availability, ease of access and capacity for psychosocial counseling at the national and target community levels. The results should also highlight the number of persons accessing the services disaggregated by age, sex, parish and nature of problem; and clients' perceptions regarding services offered.

Component 4: Disaster risk reduction

Assess the capacity to manage and respond to disasters at the community level, with emphasis placed on preparedness and response frameworks, shelter capacity and management, integration of the needs of vulnerable groups and gender considerations in overall planning. More specifically, the study should determine the following inter alia:

- a. Awareness among EOCs and DDOs of human security, gender equality, and needs of vulnerable groups;
- b. The availability and functioning of District Disaster Preparedness Committees in target communities, and the degree to which the District Operational Plans integrate a strategy to address the needs of PLHIV, PWDs and other vulnerable groups;
- c. Status of shelters at the national level, and their capacity to meet the needs of vulnerable groups including PLHIVs, PWDs, young people, and the elderly;
- d. Extent of target communities capacity to conduct Vulnerability and Capacity Assessments;
- e. Availability and access of a post disaster HIV prevention programme in target communities that addresses the unique needs of youths and women;
- f. Number of communities with an implemented VCT programme;
- g. Existence of disaster risk reduction awareness material specifically designed for PWD;
- h. Numbers and spatial relevance of vulnerable households in target communities;
- i. Extent of micro-project implemented or planned for reducing environmental and physical hazards at the community level.

Component 5: Mainstreaming Gender

Review the extent to which gender considerations are mainstreamed in disaster risk reduction, and the effectiveness of state responses to ending gender based violence. In particular, the Consultant will investigate the following:

- a. Number of women involved in disaster management and recovery initiatives;
- b. Ratio/number of individually owned enterprises accessing credit disaggregated by sex;
- c. Number of justice administration personnel trained, and the effectiveness of the Police response to Gender Based violence;
- d. Number of perpetrators participating in programs as part of a court-driven response.

D. MANAGEMENT AND ADMINISTRATIVE ARRANGEMENTS

The overall responsibility for managing the assessment will be the executing agency, UNDP in collaboration with the other counterpart UN organizations. The Consultant is expected to prepare and submit a workplan and methodology at least five (5) days after commencement of assignment to the UNDP for review by all relevant stakeholders.

The Consultant should liaise closely with the UNTFHS Project Coordinator, the Inter-agency Steering Committee comprising UNDP, UNIFEM, UNICEF and FAO. The Consultant will report directly to the UNDP Programme Manager – Poverty Reduction who has overall oversight of the UNTFHS project.

The PMT will work with the Consultant in identifying target communities and collaborative partners.

E. OUTPUTS

The Consultant is expected to complete the assignment within 20 working days over a period of no more than 6 weeks. He/she is expected to submit the following key deliverables:

1. A workplan and proposed methodology upon signing the contract, and at least five (5) days prior to commencement of assignment;
2. A draft report within 3 weeks of the initiation of the assignment for review and comment by the UNDP Barbados and the other counterpart UN organizations;
3. A final report which incorporates the comments and recommendations of the review committee within 1 week after receipt. The Consultant should submit two (2) printed copies of the final report and one (1) electronic copy.

F. DURATION

The assignment will commence October 1st 2008 and end no later than November 15, 2008.

ANNEX 3: Terms of reference of 4 studies to support livelihoods component

UNTS/GRN/001/UNJ: Terms of Reference: National Consultant – Agricultural Development

Under the overall supervision of the FAO Sub-Regional Coordinator in the Caribbean, the technical supervision of the Policy Officer at SLC and in collaboration with the UNTFHS Project manager and the technical officers in the Ministry of Agriculture, the Consultant will undertake the following activities:

1. Review the current situation with respect to the land clearing initiatives conducted in the project areas after Hurricanes Ian and Emily;
2. Ascertain the interest and level of demand among small and large farmers in the recommended project communities for land clearing support – Recommend a set of criteria for selecting farmers to be assisted by way of land clearing;
3. Provide justification for the nature/type/scope of any further land clearing to be conducted under the project, taking into account the commodities being recommended for production and the fact that both small units and plantations are in need of clearing;
4. Identify the locations, units and beneficiaries being recommended under the land clearing activity and provide specific recommendations on the input packages needed to support the land clearing exercise;
5. Provide recommendations on the training needs for the farmers and householders participating in the land clearing/agricultural production initiatives under the project;
6. Prepare a detailed report on the activities of the TORs and finalize this report based on feedback from the Ministry of Agriculture and FAO.

Qualifications and Experience:

The candidate should possess a degree qualification in Agriculture, Agronomy, Extension or other relevant subject with 5-10 years experience working in the area of Agricultural Development in Grenada and the wider Caribbean Region.

Duration: One (1) month

Target Communities:

1. St. David's – Champs Fleur, Apres Toute, Mt. Tranquille
2. St. Andrew's – Marquis, Morne Longue, Conference, Mt. Horne Grenville
3. St. Patrick's – River Sallee, Rose Hill, Chantimelle

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Terms of Reference: National Consultant - Marketing

Under the overall supervision of the FAO Sub-Regional Coordinator in the Caribbean, the technical supervision of the Policy Officer at SLC and in collaboration with the UNTFHS Project manager and the technical officers in the Ministry of Agriculture and other stakeholders, the Consultant will undertake the following activities:

1. Based on consultations with the Ministry of Agriculture and other stakeholders, identify the list of crop and livestock activities to be recommended to participants/producers under the project;
2. Review the market potential for the recommended agricultural commodities taking into account the fresh and processed derivatives as well as the domestic, regional and extra-regional markets when relevant;
3. Identify and list agro products and processed items, rank market potential and develop plan for aggressive buy local campaign.
4. Review and evaluate the marketing systems, structures and initiatives that exist for the specified commodities and provide recommendations for their improvement;
5. Prepare a marketing strategy including presentation and promotion and action plan for the implementation of activities recommended;
6. Identify the need for capacity building to support the implementation of the marketing strategy;
7. Prepare a draft report on the marketing strategy and action plan and seek comment and feedback from the various stakeholders;
8. Submit a report on the above activities for FAO comment before finalization.

Qualifications and Experience:

The candidate should possess post-graduate qualifications in agricultural marketing, agricultural development or in any other relevant subjects with 5-10 years experience working in the area of agricultural marketing and/or development in Grenada and other Caribbean countries.

Duration: One (1) month.

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Terms of Reference: National Consultant – Agro-Processing/Agri-Business

Under the overall supervision of the FAO Sub-Regional Coordinator in the Caribbean, the technical supervision of the Chief AGST and in collaboration with the UNTFHS Project Manager, Officers in the Ministry of Agriculture and other stakeholders, the Consultant will undertake the following activities:

1. Undertake detailed analysis/audit of all small and medium size agro-processing/agri-business ventures located in the project areas with a view to providing practical and workable recommendations for their growth and development over the short and

medium term (primary farm/agriculture production excluded); The analysis should also take into account the various business categories, for example, food processors, nurseries, input suppliers, etc.

2. With respect to item (1) above, prioritize and cost the recommendations for each entity;
3. Identify the priority training needs of the agro-processing/agri-business ventures audited, and prepare a training programme to satisfy these needs;
4. Review the public and private sector (including NGOs) services available to agro-processors and agri-businesses in the project area and provide recommendations to improve the effectiveness and level of utilization of these services;
5. Prepare three alternative support packages including training, within the financial capacity of the UNTFHS project (US\$34,000), for the most vulnerable ventures with potential for development within the project areas;
6. Prepare a detailed report on the activities of the TORs and finalize this report based on feedback from the Ministry of Agriculture and FAO.

Qualifications and Experience:

The candidate should possess a degree qualification in Agri-business, Food Technology or other relevant subjects with 5-10 years experience working in the area of agro-processing and/or agri-business development in Grenada and the wider Caribbean Region.

Duration: One (1) month

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UNTS/GRN/001/UNJ: Terms of Reference: National Consultant – Forest Trail Development

Under the overall supervision of the FAO Sub-Regional Coordinator in the Caribbean, the technical supervisor of the Regional Forestry Officer at SLC and in collaboration with the UNTFHS Project Manager, Officers in the Ministry of Agriculture and other stakeholders, the Consultant will undertake the following activities:

1. Review the current situation of forest trails and Community-based tourism ventures within the Project Communities that were impacted by Hurricanes Ivan and Emily, identifying the critical requirements in order to attain pre-hurricane status and additionally to improve the alternativeness of the specific trail and tourist venture identified.

2. With respect to item (1) above, prioritize and cost the activities required for the restoration, development and maintenance of the specific trails and community-based tourism ventures identified.
3. Prepare a list of suitable criteria for the selection of the specific forest trail and/or community tourism venture to benefit under the project, and based on these criteria, recommend the specific ventures/projects for support under the UNTFHS project.
4. Based on the level of funds available for the development of trails and community-based tourism ventures (US\$25,500), prepare a specific programme of support for the projects recommended for selection at item (3) above.
5. Identify and make recommendations for supporting the priority training needed to fully exploit the benefits of the forest trails/tourism ventures within the target communities and prepare a costed training programme to satisfy these needs.
6. Generate a small directory of public and private sector services that are available to support the development of forest trails and community-based tourism ventures in Grenada.
7. Prepare a detailed report on the activities of the TORs and finalize this report based on feedback from the Ministry of Agriculture and FAO.

Qualifications and Experience: The candidate should possess a degree qualification in Forestry, Community Tourism or other relevant subjects with 5-10 years experience working in the area of forestry development in Grenada and the wider Caribbean Region.

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Annex 4:

Terms of Reference to Evaluate the Enabling Environment and Current Capacities of the Micro-credit sector

A. BACKGROUND AND JUSTIFICATION

On September 7 2008, Hurricane Ivan, a category 4 tropical system devastated the tri-island state of Grenada, Carriacou and Petite Martinique inflicting severe damages to the socio-economic sectors. In the aftermath, 28 persons died, 353 were hospitalized, and 90% of the housing stock were damaged or destroyed, leaving over 30,000 or one-third of the population homeless or living in desperate circumstances. Additionally, the engines of growth, tourism and agriculture were destabilized.

Within 10 months, as the country struggled to recover, Hurricane Emily a Category 1 system struck the island, further devastating its social, physical and ecological infrastructure. The twin impacts of the hurricanes and the broad-reaching nature of the damage to the socio-economic sectors created a significant challenge to Grenada in ensuring human security and sustainable livelihood opportunities.

The resultant damages were assessed at US\$ 1.2 billion, representative of 250% of the islands Gross Domestic Product. Grenada's efforts therefore at redevelopment and attainment of its Millennium Declaration commitments are certainly compromised if urgent action is not taken to restore human and economic stability.

Investigation of the socio-economic landscape post hurricanes Ivan and Emily revealed a number of disturbing trends which compounds efforts at sustainable rehabilitation as outlined below:

- *Increase incidence of poverty:* In 2002, the poverty rate for Grenada was estimated at 32.1%. The Core Welfare Indicator Survey (CWIQ) implemented in 2005 by the UNDP with the Government of Grenada in partnership with the Caribbean Development Bank and UNIFEM revealed an intensification of poverty, especially among women, children and the elderly, and unemployment of over 17%. In addition, the study noted that more than one-fifth of rural female-headed households are amongst the poorest on the island (CWIQ, 2005).
- *Disproportionate vulnerability of women:* The Gender Impact Assessment of Hurricane Ivan undertaken by ECLAC, UNIFEM and UNDP in 2005 revealed that existing gender inequalities in Grenada rendered women and their children more acutely affected by the disaster than their male counterparts. Areas of concern included women's restricted skill base, devastation of nutmeg fields displacing approximately 300 women, the burden of care for children and the elderly, the dependence of poor female heads of household on State support, high rates of teenage fertility and damage to day care centres.

- *Inadequate community disaster preparedness and response mechanisms:* The need to eradicate poverty and develop sustainable livelihoods is therefore a priority.

In response to the devastation and resultant vulnerabilities caused by Hurricanes Ivan and Emily, four UN agencies in collaboration with the Government of Grenada is implementing the project *restoring livelihoods in Grenada after Hurricane Ivan and Emily*. The project aims to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes. Five components as listed below would be implemented:

- Agriculture, agro-processing and forest-based enterprises;
- Business development; and Microfinance;
- Community level disaster management;
- Counselling; and psycho social assistance

In order to meet its objective of the eradication of poverty through the development of sustainable livelihoods, the project envisages the creation of businesses for affected individuals through the provision of micro finance and training. For effective delivery of this component, the need to study the present micro finance environment is critical to the success of the project.

B. OBJECTIVES

The overall objective of this assignment is to improve access to microfinance and business development opportunities and facilitate the identification of new income- generating opportunities by at least 30% by the end of the project.

C. THE ASSIGNMENT: THE SCOPE OF WORK

The proposed Consultant with expertise in finance, micro-finance or financial economics will achieve the project's overall and sub-component objectives through implementation of the following tasks.

The selected candidate with preferably post- graduate training in economics or finance should have at least 10 years experience in the field of development banking or micro finance.

General Tasks

The assignment entails the conduct of a study of the enabling environment for micro finance in Grenada, with a view to increasing access to local sources of micro credit. In so doing, the study must examine capacity development priorities for both recipients as well as the micro-finance institutions to improve the impacts of micro-credit/finance access in income-generation and sustainable livelihoods.

Specific Tasks

The specific tasks include the following:

1. Historical Background:
 - examine the historical framework giving rise to micro finance sector
 - trends and contribution of the sector to economy Benefits of micro finance sector
 - identify underlying factors affecting the current structure and the performance of the sector

2. identify and examine the main Characteristics of Micro- finance Sector in terms of the
 - Nos, type and size of micro finance institutions (MFIs)
 - Loan portfolio ie Size and type of loans
 - Loan delinquency
 - Interest rate levels and underlying contributory factors
 - Market share and competition faced by MFIs
 - Lending policies

3. Examine the current demand for capital, and the financing options available to MFIs , in relation to other financial institutions especially,
 - a. Terms and conditions
 - b. Adequacy of financing
 - c. Financing options for MFIs
 - d. Constraints to growth
 - e. Support mechanisms for recipients
 - f. Inclusiveness in terms of recipients – comparisons of recipients of gender, age, disability

4. Institutional: Consider the present institutional arrangements of the sector, in particular
 - a. Organisational structures e.g. legal structure, ownership and governance, including management
 - b. Staffing; in particular examine the capacity of the staff in project appraisal, and mentoring capability
 - c. Capacity gaps and skill development needs including existing training opportunities for staff -technical and administrative
 - d. Inter bank facilities and relationships with other financial institutions
 - e. The operational performance of the MFIs, compared within the framework of best practices in the region, including profitability

5. Client Review:
 - (i) Give a profile of the customer base of micro credit institutions by gender, type of business, repayment trends and success ratios, and identify the main constraints/problems affecting customers, and
 - (ii) Identify any success story and indicate the parameters of success which may be used as a model for future action,

6. Examine the Regulatory framework governing MFIs, and role of government in the development of the sector; identify specific programmes of assistance for the micro credit sector, including UNDP/CIDA micro-start, and assess their impact
7. Assess the requirements for the establishment of a revolving credit fund targeting specific groups e.g. women and youth in MicroFin and NDF including recommendations for the identification of appropriate criteria for target groups, terms and conditions of loan, repayment strategy, and other conditionalities necessary for the success for the proposed fund.
8. Main Recommendations
On the basis of the study, make recommendations on ways to reduce the deficiencies of the sector, but in particular to improve the operating conditions, service delivery, and strengthen the outreach programme of the sector particularly for rural communities and potential recipients in Carriacou and Petit Martinique.

D. MANAGEMENT AND ADMINISTRATIVE ARRANGEMENTS

The Project will be managed by UNDP, through the Programme Manager, Poverty, HIV/AIDS and Gender, based in Barbados, and assisted locally by the Project Coordinator of the Project Implementation Team (PIT) in Grenada.

E. OUTPUTS

The Consultant is expected to complete the assignment within 20 working days over a period of no more than 6 weeks. He/she is expected to submit the following key deliverables:

4. A work plan and proposed methodology upon signing the contract, and at least five (5) days prior to commencement of assignment;
5. A draft report within 4 weeks of the initiation of the assignment for review and comment by the UNDP and PIT;
6. A final report on the enabling environment for micro finance, which incorporates the comments and recommendations of the review committee within 1 week after receipt. The Consultant should submit two (2) printed copies of the final report and one (1) electronic copy

F. DURATION

The assignment will commence on 1st December, 2008 and end by 15th January, 2009.

G. MONITORING AND EVALUATION

Under the terms of this arrangement, the Consultant will be required to meet with and report to the Project Coordinator for the duration of the assignment. The Project Coordinator will liaise with both the Consultant Project Coordinator to monitor activities and prepare reports for the Project Steering Committee (PSC).

Annex 5:

TERMS OF REFERENCE TO CONDUCT SURVEY OF PERSONS WITH DISABILITY

A. BACKGROUND AND JUSTIFICATION

On September 7 2008, Hurricane Ivan, a category 4 tropical system devastated the tri-island state of Grenada, Carriacou and Petite Martinique inflicting severe damages to the socio-economic sectors. Additionally, 28 persons died, 353 were hospitalized, and 90% of the housing stock were damaged or destroyed, leaving over 30,000 or one-third of the population homeless or living in desperate circumstances.

Within 10 months, as the country struggled to recover, Hurricane Emily a Category 1 system struck the island, further devastating its social, physical and ecological infrastructure. The twin impacts of the hurricanes and the broad-reaching nature of the damage to the socio-economic sectors created a significant challenge to Grenada in ensuring human security and sustainable livelihood opportunities.

The resultant damages were assessed at US\$ 1.2 billion, representative of 250% of the islands Gross Domestic Product. Grenada's efforts therefore at redevelopment and attainment of its Millennium Declaration commitments are certainly compromised if urgent action is not taken to restore human and economic stability.

Investigation of the socio-economic landscape post hurricanes Ivan and Emily revealed a number of disturbing trends which compounds efforts at sustainable rehabilitation as outlined below:

- *Increase incidence of poverty:* In 2002, the poverty rate for Grenada was estimated at 32.1%. The Core Welfare Indicator Survey (CWIQ) for Grenada implemented in 2005 by the UNDP in partnership with the Caribbean Development Bank and UNIFEM revealed an intensification of poverty, especially among women, children and the elderly, and unemployment of over 17%. The study also noted that more than one-fifth of rural female-headed households were amongst the poorest on the island.
- *Disproportionate vulnerability of women:* The Gender Impact Assessment of Hurricane Ivan undertaken by ECLAC, UNIFEM and UNDP in 2005 revealed that existing gender inequalities in Grenada rendered women and their children more acutely affected by the disaster than their male counterparts. Areas of concern included women's restricted skill base, the burden of care for children and the elderly, dependence of poor female heads of household on State support, high rates of teenage fertility and damage to day care centers.
- *Inadequate community disaster preparedness and response mechanisms*

- *Delayed of disability grants* making it difficult for parents in remote areas to seek much needed care for physically and mentally challenged children suffering multiple trauma because of the hurricane.⁸

In response to the devastation and resultant vulnerabilities caused by Hurricanes Ivan and Emily, four UN agencies in collaboration with the Government of Grenada is implementing the project *restoring livelihoods in Grenada after Hurricane Ivan and Emily*. The project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood and dignity.

Community level disaster mitigation which seeks to increase communities' resilience and capacity to respond and manage disasters represents one of the five major components of the project. Under this UNDP funded component, the project is making ground breaking advancement with respect prioritizing the human security of persons with disability. Implemented in collaboration with the Grenada National Council of the Disabled (GNCD), efforts are being undertaken to mainstream disability issues in disaster risk reduction planning and implementation. Specifically, it is anticipated that the project will enhance national and communities capacity for disaster preparedness and response among the community of persons living with disability.

A number of challenges present themselves in a pre and post-disaster context for persons living with a disability (PWD)⁹ which include inter alia:

- Limited awareness of critical early warning and other key messages disseminated during the preparedness and response phases of a natural disaster or other humanitarian situation, particularly critical for the visually impaired and deaf plus individuals;
- Limited mobility and ease of access to shelters and other resources particularly for the physically challenged;
- Ensuring physical safety and security from violence and other negative behaviours in a post-disaster context particularly when housing has been damaged, livelihoods destroyed, and social networks and institutions disrupted;
- Incomplete knowledge among key first responders about the number, challenges and location of persons with disability;
- Limited or No Access to quality secondary care and/or an enabling environment that supports the health of physically challenged individuals.

Inadequate mechanisms to deal with the above challenges during humanitarian situations can seriously compromise the capability of this vulnerable community to prepare, respond and remain safe during a disaster or other humanitarian circumstances. The need to develop a database of persons with disability at the community level with a clear understanding of their capacities and vulnerabilities represent a critical strategy as part of a broader risk reduction

⁸ ECLAC, UNDP and UNIFEM. 2005. *Grenada – a gender impact assessment of Hurricane Ivan – Making the invisible visible*.

⁹ Persons with disability as used for this assignment refers to persons in the State of Grenada who are ...

framework that must be implemented to enhance national capacities for preparedness and response among the community of persons living with disability during crisis situations.

B. OBJECTIVES

The proposed assignment recognizes the importance of sub-sector disaster preparedness and response planning (enshrined in the National Disaster Plan) that is capable of responding to the unique needs and requirements of special communities.

Specifically, the assignment will:

- Develop a database of PWD in the State of Grenada that characterizes the nature of the disability, place of residence, capacities and vulnerabilities or needs of the individual.
- Indirectly, provide information which will assist national and community officials involved in disaster management and/or management of PWD to more effectively identify the needs and support mechanisms critical for enhancing the human security of this target group.

C. THE ASSIGNMENT: THE SCOPE OF WORK

The proposed Consultant with expertise in research and development and management of information systems will support the achievement of the project's overall and sub-component objectives through implementation of the following specific tasks. Specifically, he/she should have a Post Graduate Degree in the Social Sciences and experience in research and development. A sound knowledge of the needs of PWD and the protocol for effective disaster preparedness and response are critical. Experience and/or training in database development, and knowledge of key community contacts would be assets.

Specific Tasks

3. Working in collaboration with key stakeholder groups (e.g. GNCD, Ministry of Social Development and the NaDMA) develop and test a research instrument to ensure effective and efficient data collection. The instrument should collect the following key data sets inter alia:
 - ✓ Key demographic information (e.g. name, age, sex, place of residence marital and employment status)
 - ✓ Nature of the disability
 - ✓ Assets/capacities for preparedness and response as perceived by the PWD and his/her family if available
 - ✓ Challenges and needs for preparedness and response as perceived by the PWD and his/her family if available
 - ✓ Perception of vulnerability by PWD and family

- ✓ Dietary and health needs
 - ✓ Security issues – both in terms of place of residence, physical situation, access to shelters and other places of safety
4. In collaboration with GNCD and other appropriate stakeholder groups, identify and train data collectors to use research instrument. Training materials should be developed in a way to facilitate re-use and replication by GNCD in the future.
 5. Support/undertake data collection, analysis, interpretation and report preparation. The report should also include recommendations for the sustainable management and updating of this information including a mechanism or protocol for the agencies which will be responsible for this management.
 6. Develop a user-friendly database¹⁰ for hosting critical information emanating from the research, and train select GNCD, NaDMA and Ministry of Social Development staff to use and manage database.

D. MANAGEMENT AND ADMINISTRATIVE ARRANGEMENTS

The GNCD will be responsible for managing implementation of this assignment. The Consultant is expected to prepare and submit a workplan and methodology at least five (5) days after commencement of assignment to the UNDP for review by all relevant stakeholders.

The Consultant should liaise closely with GNCD throughout implementation of this assignment. He/She will report directly to the UNDP Programme Manager – Poverty Reduction who has overall oversight of the UNTFHS project.

The Project Management Team will assist in resolving bottlenecks during implementation of this assignment.

E. OUTPUTS

The Consultant is expected to complete the assignment within 20 working days over a period of three months. He/she is expected to submit the following key deliverables:

7. A workplan and proposed methodology upon signing the contract, and at least five (5) days prior to commencement of the assignment;
8. A draft report within 7 weeks of the initiation of the assignment for review and comment by UNDP and GNCD;
9. An updated draft report which incorporates the comments and recommendations of the reviewers within 1 week after receipt. A finalized list with information disaggregated by sex, age, parish and community should be included for presentation to NaDMA and GNCD.

¹⁰ Database should be in a format that allows for website access.

10. A user friendly database with key information emanating from the study submitted 10 days after approval of final report to UNDP and GNCD.
11. Concise report summarizing the training of key stakeholders to use and manage database.

F. DURATION

The assignment will commence on December 1st 2008 and end no later than February 29th, 2009.

G. BUDGET

The budget allocated for the survey is sourced from the UNTFHS project.

MONITORING AND EVALUATION

The Consultant would be managed by the GNCD in collaboration with the UNDP SRO for Barbados and the OECS. At the local level, the Consultant will liaise with the project management team and work closely with the GNCD and NADMA on this assignment.

Annex 6: Terms of Reference for mainstreaming HIV/AIDS into the DRR sector

TERMS OF REFERENCE FOR DEVELOPMENT OF IEC MATERIALS TO SUPPORT MAINSTREAMING OF DRR IN HIV/AIDS MANAGEMENT

A. BACKGROUND AND JUSTIFICATION

On September 7 2008, Hurricane Ivan, a category 4 tropical system devastated the tri-island state of Grenada, Carriacou and Petite Martinique inflicting severe damages to the socio-economic sectors. Additionally, 28 persons died, 353 were hospitalized, and 90% of the housing stock were damaged or destroyed, leaving over 30,000 or one-third of the population homeless or living in desperate circumstances.

Within 10 months, as the country struggled to recover, Hurricane Emily a Category 1 system struck the island, further devastating its social, physical and ecological infrastructure. The twin impacts of the hurricanes and the broad-reaching nature of the damage to the socio-economic sectors created a significant challenge to Grenada in ensuring human security and sustainable livelihood opportunities.

The resultant damages were assessed at US\$ 1.2 billion, representative of 250% of the islands Gross Domestic Product. Grenada's efforts therefore at redevelopment and attainment of its Millennium Declaration commitments are certainly compromised if urgent action is not taken to restore human and economic stability.

Investigation of the socio-economic landscape post hurricanes Ivan and Emily revealed a number of disturbing trends which compounds efforts at sustainable rehabilitation as outlined below:

- *Increase incidence of poverty:* In 2002, the poverty rate for Grenada was estimated at 32.1%. The Core Welfare Indicator Survey (CWIQ) for Grenada implemented in 2005 by the UNDP in partnership with the Caribbean Development Bank and UNIFEM revealed an intensification of poverty, especially among women, children and the elderly, and unemployment of over 17%. The study also noted that more than one-fifth of rural female-headed households were amongst the poorest on the island.
- *Disproportionate vulnerability of women:* The Gender Impact Assessment of Hurricane Ivan undertaken by ECLAC, UNIFEM and UNDP in 2005 revealed that existing gender inequalities in Grenada rendered women and their children more acutely affected by the disaster than their male counterparts. Areas of concern included women's restricted skill base, the burden of care for children and the elderly, dependence of poor female heads of household on State support, high rates of teenage fertility and damage to day care centers.
- *Inadequate community disaster preparedness and response mechanisms.*

- *Compromised national capacity for HIV/AIDS prevention, and care and treatment of persons living with HIV (PLHIV).*¹¹

In response to the devastation and resultant vulnerabilities caused by Hurricanes Ivan and Emily, four UN agencies in collaboration with the Government of Grenada is implementing the project *restoring livelihoods in Grenada after Hurricane Ivan and Emily*. The project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood and dignity.

Community level disaster mitigation which seeks to increase communities' resilience and capacity to respond and manage disasters represents one of the five major components of the project. Under this UNDP funded component, the project is making ground breaking advancement with respect to the management of the HIV/AIDS response in Grenada. Implemented in collaboration with the National AIDS Directorate (NAD), Hopepals Network and the National Disaster Management Agency (NaDMA), efforts are being undertaken to mainstream disaster risk reduction in HIV/AIDS prevention, care and treatment, and to mainstream HIV/AIDS prevention, care and treatment in disaster risk reduction strategies. Specifically, it is anticipated that the project will augment national and community capacities for disaster preparedness and response in relation to both HIV/AIDS prevention, and care and treatment of persons living with HIV/AIDS (PLHIV) during a disaster or other humanitarian situations.

A number of challenges present themselves in a post-disaster context for HIV prevention, and care and treatment of PLHIV which include inter alia:

- Ensuring access to sexual and reproductive health services in a crisis or post-disaster situation;
- Disseminating key messages;
- Access to ARVs and adequate nutrition for PLHIV particularly in the relief and recovery phases;
- Ensuring physical safety and security from sexual violence as well as risky or unprotected sexual practices in a post-disaster context particularly when housing has been damaged, livelihoods destroyed, and social networks and institutions disrupted;
- Ensuring that PLHIV can access to resources free of discrimination and without a need for self-identification.

Inadequate mechanisms to deal with the above challenges during humanitarian situations can result in disruption of vital AIDS services and increased potential for HIV infection.¹²

Effective public awareness and education represents a critical strategy as part of a broader risk reduction framework that must be implemented to enhance national capacities for preparedness and response re HIV/AIDS management during crisis situations.

B. OBJECTIVES

The proposed assignment recognizes the importance of disseminating key messages to target groups to ensure sustained prevention of HIV, and satisfactory care and treatment of PLHIV

¹¹ Charles and Associates. 2003. *Grenada National HIV/AIDS Strategic Plan (Draft)*.

¹² HIV in Humanitarian Situation, 2008. Accessed on October 30, 2008. Available at http://www.aidsandemergencies.org/cms/index.php?option=com_frontpage&Itemid=1.

during and after crisis situations. Specifically, the assignment will develop information, education and communication (IEC) materials to support HIV prevention, and care and treatment during and after a disaster.

C. THE ASSIGNMENT: THE SCOPE OF WORK

The proposed Consultant with expertise in mass communications and experience and/or training in disaster management and HIV/AIDS will achieve the project's overall and sub-component objectives through implementation of the following specific tasks. The selected candidate should bring significant understanding and work experience in HIV/AIDS, preferably 3 years experience. He/She should have an understanding of HIV/AIDS as a development issue and about the vulnerable groups at risk to HIV/AIDS. An understanding of gender and poverty issues in the context of HIV/AIDS and particularly in the context of Grenada would be an asset.

Specific Tasks

7. Working in collaboration with the National AIDS Directorate (NAD), the National Disaster Management Agency, Hoepals Network and other key stakeholder groups, the Consultant will undertake the following:
 - ✓ Develop IEC material/s to address the needs of PLHIV during and after a disaster.
 - ✓ Develop disaster risk reduction IEC material/s that promote HIV prevention during and after a disaster.
 - ✓ Pilot the effectiveness of the IEC materials prepared.
 - ✓ Print 500 copies of each set of materials developed.

D. MANAGEMENT AND ADMINISTRATIVE ARRANGEMENTS

The National AIDS Directorate will be responsible for managing implementation of this assignment. The Consultant is expected to prepare and submit a work-plan and methodology at least five (5) days after commencement of assignment to UNDP Barbados office for review by all relevant stakeholders.

The Consultant should liaise closely with the implementing and co-implementing agencies throughout implementation of this assignment. He/She will report directly to the Director of the NAD and the UNDP Programme Manager – Poverty Reduction - who has overall oversight of the UNTFHS project.

The steering committee¹³ established by the NAD to oversee this component of the UNTFHS project will support this assignment by assisting in the review of outputs produced by this consultancy.

E. OUTPUTS

The Consultant is expected to complete the assignment within 20 working days over a period of three months. He/she is expected to submit the following key deliverables:

12. A workplan and proposed methodology upon signing the contract, and at least five (5) days prior to commencement of assignment;
13. A draft report within 4 weeks of the initiation of the assignment for review and comment by the UNDP Barbados and the project's steering committee. The report should include draft IEC concepts;
14. Final draft IEC concepts within 8 weeks of initiation of the assignment. The report should also provide the results of the pilot testing conducted by the consultant.
15. Final designs which incorporates the comments of UNDP and the steering committee within 1 week after receipt. Printed material should be submitted to the NAD on or before February 29th 2009.

F. DURATION

The assignment will commence on December 1st and end no later than February 29th 2009.

G. BUDGET

The budget for this assignment would be provided through the UNTFHS project.

H. MONITORING AND EVALUATION

The Consultant would be managed by the UNDP Sub-regional Office for Barbados and the OECS in collaboration with the NAD, NaDMA and Hopepals Network. At the local level, the Consultant will liaise with the DRR Consultant and with the UNTFHS Project Team as whole.

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TERMS OF REFERENCE FOR DEVELOPMENT OF A STRATEGIC DISASTER PREPAREDNESS & RESPONSE PLAN THAT ADDRESSES HIV/AIDS PREVENTION, & CARE & TREATMENT OF PERSONS LIVING WITH HIV

¹³ Includes the Director of NAD and 1 additional official, three officials attached to NaDMA inclusive of the Coordinator, and the DRR Consultant .

A. BACKGROUND AND JUSTIFICATION

On September 7 2008, Hurricane Ivan, a category 4 tropical system devastated the tri-island state of Grenada, Carriacou and Petite Martinique inflicting severe damages to the socio-economic sectors. Additionally, 28 persons died, 353 were hospitalized, and 90% of the housing stock were damaged or destroyed, leaving over 30,000 or one-third of the population homeless or living in desperate circumstances.

Within 10 months, as the country struggled to recover, Hurricane Emily a Category 1 system struck the island, further devastating its social, physical and ecological infrastructure. The twin impacts of the hurricanes and the broad-reaching nature of the damage to the socio-economic sectors created a significant challenge to Grenada in ensuring human security and sustainable livelihood opportunities.

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- *Disproportionate vulnerability of women:* The Gender Impact Assessment of Hurricane Ivan undertaken by ECLAC, UNIFEM and UNDP in 2005 revealed that existing gender inequalities in Grenada rendered women and their children more acutely affected by the disaster than their male counterparts. Areas of concern included women's restricted skill base, the burden of care for children and the elderly, dependence of poor female heads of household on State support, high rates of teenage fertility and damage to day care centers.
- *Inadequate community disaster preparedness and response mechanisms.*
- *Compromised national capacity for HIV/AIDS prevention, and care and treatment of persons living with HIV (PLHIV).¹⁴*

¹⁴ Charles. L. 2003. *Grenada National HIV/AIDS Strategic Plan (Draft)*.

In response to the devastation and resultant vulnerabilities caused by Hurricanes Ivan and Emily, four UN agencies in collaboration with the Government of Grenada is implementing the project *restoring livelihoods in Grenada after Hurricane Ivan and Emily*. The project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood and dignity.

Community level disaster mitigation and risk reduction which seeks to increase communities' resilience and capacity to respond and manage disasters represents one of the five major components of the project. Under this UNDP funded component, the project aims to make ground breaking advancement with respect to the management of the HIV/AIDS response in Grenada. Implemented in collaboration with the National AIDS Directorate (NAD), Hopepals Network and the National Disaster Management Agency (NaDMA), efforts are being undertaken to mainstream disaster risk reduction in HIV/AIDS prevention, care and treatment, and to mainstream HIV/AIDS prevention, care and treatment in disaster risk reduction strategies. Specifically, it is anticipated that the project will augment national and community capacities for disaster preparedness and response in relation to both HIV/AIDS prevention, and care and treatment of persons living with HIV/AIDS (PLHIV) during a disaster or other humanitarian situations. Equity and safety are therefore key criteria for the overall achievement of the project.

A number of challenges present themselves in a post-disaster context for HIV prevention, and care and treatment of PLHIV which include, inter alia:

- Ensuring access of both males and females, regardless of sexual preferences, to sexual and reproductive health services in a crisis or post-disaster situation;
- Disseminating key messages to all persons;
- Access to ARVs and adequate nutrition for PLHIV particularly in the relief and recovery phases;
- Ensuring physical safety and security from sexual violence, especially against under-aged girls and young females and males, in a post-disaster context particularly when housing has been damaged, livelihoods destroyed, and social networks and institutions disrupted;
- Ensuring that PLHIV can access resources free of discrimination and without a need for self-identification.

Inadequate mechanisms to deal with the above challenges during humanitarian situations can result in disruption of vital AIDS services and increased potential for HIV infection.¹⁵ The need to develop a strategic disaster preparedness and response plan that addresses the distinctive needs and requirements relevant to HIV/AIDS management is therefore critical if efforts at sustainable human development are anticipated.

B. OBJECTIVES

¹⁵ HIV in Humanitarian Situation, 2008. Accessed on October 30, 2008. Available at http://www.aidsandemergencies.org/cms/index.php?option=com_frontpage&Itemid=1.

The proposed assignment recognizes the importance of sub-sector disaster preparedness and response planning (enshrined in the National Disaster Plan) that is capable of responding to the unique needs and requirements of special communities.

Specifically, the assignment will:

- Develop a strategic disaster preparedness and response plan that is gender sensitive,¹⁶ and that fosters HIV prevention, and care and treatment of PLHIV during a disaster and/or other humanitarian conditions.
- Indirectly, assist national and community officials involved in the HIV/AIDS response to more effectively support human security through the reduction of HIV transmission and provision of critical services to AIDS patients. It will also provide a model for mainstreaming disaster risk reduction (DRR) in HIV/AIDS prevention and care approaches, and mainstreaming DRR in HIV/AIDS management in the region.

C. THE ASSIGNMENT: THE SCOPE OF WORK

The proposed Consultant with expertise in disaster management and HIV/AIDS will achieve the project's overall and sub-component objectives through implementation of the following specific tasks. Specifically, he/she should have a Bachelor's Degree in the Social Sciences and experience in mainstreaming efforts. A sound knowledge of the interlinkages between poverty, gender and HIV/AIDS, and the vulnerability of PLHIV in a disaster context are critical.

Specific Tasks

8. Review and evaluate the mechanisms employed in past disasters and/or currently in place to support HIV prevention, and care and treatment of PLHIV during disasters and/or other humanitarian situations. The adequacy or inadequacy of existing mechanisms with regard to gender balance and sensitivity shall be reviewed and noted.
9. Review and evaluate best practices available (regionally or internationally that are relevant to Grenada and Middle Income Small Island Developing States) for prevention, and care and treatment of PLHIV during humanitarian circumstances.
10. Identify the priority areas for mainstreaming disaster risk reduction in the national HIV/AIDS response.
11. Working in collaboration with key stakeholder groups, develop through a consultative process a strategic disaster preparedness and response plan for HIV/AIDS management in Grenada. The plan should address the following inter alia:

¹⁶ The plan should take into consideration the roles and responsibilities of men and women; the differentiated impact of emergencies on both sexes in relation to their needs and multiple roles; and should ensure that mechanisms are in place to ensure equitable access of resources and/or services by both males and females.

- ✓ A governance framework inclusive of national and community based stakeholder groups/agencies designed to support preparedness and response efforts;
- ✓ Roles, responsibilities and resource needs if necessary of all stakeholder groups/agencies before, during and after a disaster;
- ✓ Standard operating procedure (SOP) for communication on issues facing PLHIV and HIV/AIDS in a pre and post-disaster context;
- ✓ Coordination framework between key players before, during and after a disaster;
- ✓ Best practices for HIV/AIDS prevention, care and treatment of PLHIV in a pre and post-disaster context;
- ✓ Post disaster needs assessment methodologies sensitive to HIV and AIDS prevention, care and treatment;
- ✓ Monitoring framework to assess effectiveness of the Plan's implementation;
- ✓ Guidelines that outline the key procedures/operating framework for ensuring effective and efficient prevention of HIV, and adequate care and treatment of PLHIV during a disaster, and specific ways to raise and maintain gender awareness during the Plan's implementation.

12. The Consultant should facilitate two national workshops¹⁷ to support the Plan's development. The first workshop would be designed to review the draft plan developed by the Consultant with the object of ensuring wider stakeholder participation and inclusion. The draft report emanating from this process would be submitted to UNDP and the NAD for review. The second workshop would provide a forum for presentation of the final draft document to stakeholders for validation.

13. Working in collaboration with implementing and co-implementing agencies, disseminate the approved plan to at least three (3) sets of stakeholder groups.

D. MANAGEMENT AND ADMINISTRATIVE ARRANGEMENTS

The National AIDS Directorate will be responsible for managing implementation of this assignment. The Consultant is expected to prepare and submit a workplan and methodology at least five (5) days after commencement of assignment to the UNDP through the NAD for review by all relevant stakeholders.

The Consultant should liaise closely with the implementing and co-implementing agencies throughout implementation of this assignment. He/She will report directly to the UNDP Programme Manager who has oversight of this component of the UNTFHS project. Reporting at the national level would occur through the NAD.

¹⁷ Workshop logistics and organization would be the responsibility of the NAD. However, the consultant should work in collaboration with the implementing and co-implementing agencies (NAD, NaDMA and Hopepals Network) in identifying potential stakeholder representation for the workshops.

The steering committee¹⁸ (with representation from UNDP) established by the NAD to oversee this component of the project will support this assignment through identification of target stakeholder groups, and review of reports emanating from this assignment.

E. OUTPUTS

The Consultant is expected to complete the assignment within twenty (20) working days. He/she is expected to submit the following key deliverables:

16. A workplan and proposed methodology upon signing the contract, and at least five (5) days prior to commencement of assignment;
17. A draft report within 6 weeks of the initiation of the assignment for review and comment by the UNDP Barbados and the project's steering committee;
18. An updated draft report which incorporates the comments and recommendations of the reviewers within 1 week after receipt.
19. A final draft report detailing the Plan submitted 10 days after the 2nd national workshop. The Final report which incorporates the comments and recommendation of the reviewers to be submitted to UNDP and the NAD within 1 week after receipt of comments.
20. A concise report outlining the activities undertaken to disseminate the approved plan to key stakeholder groups.

F. DURATION

The assignment will commence on December 1st 2008 and end no later than February 29th 2009.

F. MONITORING AND EVALUATION

The Consultant would be managed by the UNDP Sub-regional office for Barbados and the OECS, based in Barbados, in collaboration with the NAD, NaDMA and Hopepals Network. At the local level, the Consultant will liaise with the DRR Consultant.

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ANNEX 7: REVISED Draft Monitoring and evaluation plan

Monitoring and Evaluation Strategy and Plan for UNTFHS Project

1. Introduction:

¹⁸ Includes the Director of NAD and 1 additional official, three officials attached to NaDMA inclusive of the Coordinator, and the DRR Consultant.

The UNTFHS project “Restoring Livelihoods in Grenada” is a complex multi- faceted and targeted project, with components and areas ranging from the psycho-social support, to gender mainstreaming, disaster risk reduction, small and micro-business development, agriculture-linked livelihoods and income generation opportunities.

For example, the project anticipates the following impacts:

- Business: Access to micro-finance and business development opportunities improved by 30%.
- Disaster risk reduction: Enhanced Human Security at the community level through improved preparedness and response frameworks and planning with a gender lens (awareness increased by 20%)
- Psycho social and Counseling: National counseling services increased by 15%
- Gender Mainstreaming: Gender sensitive reduction vulnerability policies and programmes increased.

Given the far reaching scope and spatial diversity of the project, it is absolutely necessary to identify and inform, a priori, the context, structure and systems for effective monitoring and evaluation. Equally important are the accountability requirements for the various implementing units of the project.

2. Aim of M&E Strategy

The strategy addresses the outcomes to be monitored, the key indicators to be examined, the timing and the progress made towards fulfilment of the objectives over the life of the project.

The structure: The project as designed has 5 major components as follows:

1. Livelihoods - agriculture, agro-processing and forest- based enterprises
2. Business Development and microfinance
3. Community Level Disaster Risk Reduction
4. Psycho-social Counselling and
5. Gender Mainstreaming

3. Pre-conditions for monitoring:

The following conditions and actions will be undertaken prior to start up and effective monitoring:

a. Baseline studies – An overall baseline will form an integral part of the project at the start up. Implementing agencies will be encouraged to undertake community baseline studies in communities, where original targeted communities have changed. Given the delays and resultant changes in the conditions which gave rise to the project, baseline studies will be implemented as follows:

- A Project baseline study to establish situational data for all components, so as to provide necessary yardstick to measure the human security changes induced by project activities.

- Livelihood studies to establish situational conditions for agriculture, forestry, agro-processing and marketing. These studies differ from the former in that it is limited and technical in scope.

b. Work plans: For proper and effective monitoring, it is also necessary that implementing agencies prepare practical work plans showing how they intend to carry out their responsibilities under the project. Work plans will specify activities, outputs, targets, indicators, and monitoring means based on the UNTFHS project document

3. The Monitoring and Evaluation Strategy:

Each project component carries a number of varied activities to be monitored. These activities range from capacity building (e.g. training) to equipment procurement, and physical construction (See Annex II).

The actual monitoring of UNTFHS project activities will adopt a variety of approaches on an ongoing basis, and during the life of the project.

In order to effectively monitor the project, its outcomes, anticipated results, and likely impact, the following M & E actions will be undertaken during the life of the project:

- Regular and timely monitoring of activities through inspections, field visits etc
- A Project Steering Committee (PSC) based on representation from amongst partners to oversee implementation
- A Technical Advisory Committee comprising members of the UN System
- Quarterly project reporting
- Half yearly reporting to UNTFHS and
- A beneficiary survey on completion of project activities.

To reinforce and support these activities, additional actions will be taken such as:

- Preparation of issues/ challenges Log to record issues as they arise and actions taken
- Prepare a lessons learned log framework
- Keep proper Records and relevant documentation for review

The information will assist in addressing the long term sustainability of the project and, where necessary, help to revise targets and indicators, and generally contribute to the clarification of expected impacts of the project.

4. Key monitoring Tools:

The key monitoring tools of the project are as follows:

- An indicators matrix
- Field visits and personal observations
- Reports – monthly and/ or quarterly reports detailing accomplishments, activities done, challenges and problems, mitigation measures and lessons learned- will be a major activity.
- Meetings – meetings at the management, project and community levels will be essential for coordination, problem solving and advice.
- Photographs- visual records of activities and milestones will be taken

The details of these tools are given below:

(a) Indicators- the outputs and outcomes of the project have a range of indicators which are developed a priori and will be used to measure progress of the different activities toward desired outcomes.

(b) Field visits are necessary wherever there are much physical activities taking place and to ascertain that planned activities are carried out. Members of the PIT are expected to pay periodic visits to ongoing activities and make personal/ on the spot observations of progress.

(c) Reports are also a key means of monitoring project activities. Such reports provide information for managing the project in an objective manner, and will provide evidence of progress towards expected results. Therefore, NGOs and implementing agencies will be expected to provide regular (monthly) reporting on their various components. From these reports the project Coordinator will assess and determine progress and prepare a consolidated report for the UN implementing agencies and LPSC.

(d) Meetings: Two key elements in monitoring of the project are the quarterly meetings of the Project Steering Committee (LPSC), and monthly subcommittee meetings.

The LPSC reviews reports, looks at progress towards target achievements, advises on support needs and may recommend where additional resources may be needed.

Another important meeting is the subcommittee meeting of the 5 project components. At such meetings, agencies update each other and look at ways of coordinating activities, and solving common problems within each other's sector.

Minutes or summaries of all meetings will be prepared and form part of the administrative records for the project. Subcommittee chairs will provide the Project Coordinator with copies of the minutes of meetings with particular focus on key decisions.

Also, when training is conducted, all agencies will be expected to undertake full registrations outlining age, sex, educational level of participants; attendance registers during the exercise to identify levels of interest and motivation, and at the completion, carry out beneficiary evaluations of the work done.

Hard copies of training modules and exercises should be available for future programming.

Calendars and schedules of meetings and upcoming activities should be shared with the Project Implementation Team (PIT) on a weekly basis, so that coordination of activities are enhanced and monitored.

(e) Photographs – Wherever possible, the project encourages photographs of major milestone events. These bring a sense of realism and gives concrete evidence of work done.

For ease of reference find below a tabular summary of the main type of activities and the monitoring instruments as discussed above:

(a) UNTFHS Monitoring:			
Activity	Monitoring Instrument(s)	Time Frame	Comments/Status as at 31st October
Capacity building: <ul style="list-style-type: none"> • Training/workshops • Technical assistance 	<ul style="list-style-type: none"> - registry of participants - attendance records - workshop report - beneficiary evaluation - expert report 	<p>One (1) week after completion</p> <p>2 weeks after completion</p>	3 training workshops – one in Business and 2 in DRR are completed. Workshop reports are awaited.
Community based Support	Field visits , -tenders, -scope of works	-Monthly or at least 1 visit (if project < month -1 week before start up	No construction has started; VCA activities have begun in targeted communities. Physical inspections of community shelters undertaken.
Surveys and Research/ mapping	<ul style="list-style-type: none"> - work plan & methodology - design instrument - Reports on meetings, - field visits 	<ul style="list-style-type: none"> - One week before activity - one week prior to start - weekly, or as required by work plans 	Baseline survey to begin by 5 th Nov '08
Equipment Procurement	<ul style="list-style-type: none"> -Equipment list - suppliers short list - invoices 	<ul style="list-style-type: none"> - one week prior to order - 2 weeks prior to order - prior to order 	None
Contracting Services e.g. consultancies	TORS Short list of applicants Work plans Terminal reports	<ul style="list-style-type: none"> - TORs completed 7/14 days prior to start up - work plan 7 days prior to start - 2 weeks after completion 	TORs completed for 10 consultancies/ studies in baseline, agro-processing, agriculture, trail development, garment, cut flowers, disability mapping, DRR in Aids management, marketing of processed products,
Meetings e.g. sub-committees, project-based, activity-centred	Minutes, or summaries of decision & challenges	- 1 week after event	Five subcommittee meetings involving gender, business development,

Product Development; promotional materials	Product; Process report, Manual	- 2 weeks after completion	
Promotional Campaign	- Implementation plan - final report	- one week before - one week after	
(b) Evaluation			
PSC quarterly meetings	- report/minutes	- quarterly	Last LPSC held in Oct, 08
6 monthly evaluation	- Report, beneficiary surveys, focus group meetings	- 6 mths after start up	1 st evaluation due in Dec 08

5. Outcomes and Indicators Matrix

The Main Outcomes and Indicators: The fulfillment of the Outcomes of the project will see a significant shift in the human security conditions of the beneficiaries. There are 14 such outcomes and over 70 indicators to be monitored. Some of these indicators may be modified or increased after the results of the Baseline study are completed.

The stakeholders and the implementing agencies are expected to play key roles in the monitoring of the outcomes of the different components of the UNTHFHS project. Such monitoring will be continuous and must be undertaken at all levels of the project.

Each implementing project agency or NGO will be responsible for ensuring that its work plans identify relevant indicators and specific monitoring tools to follow progress of the planned outputs.

Monitoring will be buttressed by the coordinating activities of the PIT, through meetings of the 5 subcommittees of the project, and the quarterly meetings of the local Project Steering Committee (LPSC).

The table below highlights the expected outcomes and project indicators for main components of the project and suggested delivery times.

Table: Outcomes and achievements

Expected Outcomes	Project Target Indicator	Implementing Agency	Monitoring Activity	Time Frame & Risk Analysis	Status of Achievement
1.0 Agriculture, agro-processing and forest- based industries					
1.1 Farmers' lives and livelihoods restored	Increased land in production by 20% and increased availability of products by 15% - acreages of land cleared and under production	GRENCODA GRENEED	-Field visits -Monthly & quarterly reports - stakeholder meetings e.g. LPSC	Low risk Oct/Nov 08 To Dec 09	-TORs on study on agriculture prepared - study to begin Jan/Feb 09 - agriculture work plan submitted
1.2 Small-scale Agro-processing capacity for fruits, fish, vegetables and forestry based products improved & employment opportunities provided.	Agro- processing and fish processing enhanced by 15 % - no of persons trained by sex of participants - improved quality of products	GRENROP	-Field surveys -Monthly & quarterly reports - stakeholder meetings	<i>Medium risk</i> Nov 08 To Dec 09	TORs on agro processing study done. - study to begin Jan 09 - agro-processing work plan submitted

Expected Outcomes	Project Target Indicator	Implementing Agency	Monitoring Activity	Time Frame & Risk Analysis	Status of Achievement
<p>1.3 Forest –based enterprises including trail development and environmental restoration completed and community economic resources restored</p>	<p>2 trails developed</p> <ul style="list-style-type: none"> - persons trained and employed - community tourism enterprises established 	<p>GRENEED</p> <p>ART</p>	<ul style="list-style-type: none"> -Field visits -Monthly & quarterly reports - stakeholder meetings - interviews 	<p><i>Medium</i></p> <p>Jan 09 To Sep 09</p>	<p>TORs on trail development study prepared.</p> <ul style="list-style-type: none"> - study to start by Jan 09 - trail development work plans submitted

2.0: Business Development & micro-finance

<p>2.1 Businesses in new areas, including garment production and cut flowers established in 3 communities</p>	<p>Access to micro-finance and business development opportunities improved by 30%.</p>	<p>GRENSAVE</p> <hr/> <p>GRENCASE</p> <hr/> <p>Grenada Flower Growers Association</p>	<p>Field visit, meeting Monthly progress report</p> <hr/> <p>Market reports, meeting</p> <hr/> <p>Field visits</p> <hr/> <p>Quarterly reports on business performance</p>	<p><i>Low to medium risk</i></p> <p>Sept/Oct, 08</p> <p>To</p> <p>Dec 09</p>	<p>Garment training done. 12 out of 15 persons trained</p> <hr/> <p>Draft report on Market survey on garment submitted.</p> <hr/> <p>Market study on flowers to start Dec 08</p> <hr/> <p>Propagation training done, Dec 09</p>
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<p>2.2. Access to micro-credit enabling small and micro business development</p>	<p>Increase access to credit by a minimum of 15% Increased savings by 10%</p>	<p>NDF, MicroFin</p>	<p>No of ongoing businesses supported No of new business start ups No of businesses mentored Financial and Performance reports</p>	<p><i>Medium risk</i> 15th Nov 08 To Dec 09</p>	<p>TORs for Study on Enabling environment micro finance done Study to begin Jan 09</p>
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3.0 Disaster Risk Reduction (DRR)					
<p>3.1.1Enhanced capacity for disaster preparedness in rural Grenada.</p> <p>3.1.2 Disaster Management capacity enhanced by 10-15% based on better shelters, availability of equipment and supplies.</p> <p>3.1.3 Enhanced capacity for rapid damage and needs assessment</p> <p>3.2.1 Enhanced shelter capacity</p> <p>3.2.2 Community resilience improved through micro-level community projects focused on physical and environmental</p>	Improved Human Security at the community level through improved preparedness and response frameworks and planning with a gender lens (awareness increased by 20%)	GRCS	Attendance & evaluation forms Workshop reports VCA report	<i>Low to Medium risk</i> Oct,08 – Dec '08	4 training workshops each held in first aid, vulnerable groups, psycho-social & VCAs - 2 draft VCA reports completed
		NaDMA	District Disaster Preparedness model plan. Monitor shelter and EOC management training courses. Map of persons with disability.	Nov 2008 - To	Flyer re mapping awareness designed TORs for public awareness materials prepared
		GNCD	Public awareness materials prepared.	March, 2009	Shelter inspection done. Report submitted.
		ART	Inspection Visits to EOCs Physical checks on Shelter		Physical work to begin Jan 09 No micro level projects, until relevant training completed

<p>vulnerabilities etc. 3.3 Mainstream DRR in HIV/AIDS prevention</p>	<p>Strategic Plan for Mainstreaming DRR in the HIV /AIDS Response and for addressing HIV in emergencies disseminated.</p> <p>At least 75% key disaster management and HIV/AIDS stakeholders trained in critical aspects of HIV/AIDS, and disaster management respectively</p> <p>500 sets of materials printed each to address HIV prevention and care</p>	<p>NAD</p>	<p>Training modules reviewed.</p> <p>Training report Received.</p> <p>Samples of all materials reviewed and approved</p>	<p>March, 2009</p>	<p>TORs for HIV disaster response plan completed</p> <p>Training of disaster management and HIV/AIDS stakeholders done, Dec 2008</p> <p>TORS to develop IEC materials completed and consultant proposals requested</p>
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4.0 Psycho-social & Counseling					
<p>4.1 Psychosocial well-being of the population improved.</p> <p>Training of 50 lay persons in counseling skills</p> <p>Provision of counseling services to rural parishes,</p> <p>Support for trained personnel</p> <p>Establishment of a permanent counseling service</p>	<p>National counseling services increased by 15%</p>	<p>LACC</p>	<p>Monitor workshop registers</p> <p>Check geographical spread of beneficiaries</p> <p>Reports of services provided</p> <p>Review plan</p>	<p><i>Low Risk</i></p> <p>Oct – Nov 2008 to June 2009</p>	<p>Trained 170 counselors</p> <p>Counseling started in St Johns.</p> <p>52 policemen trained in psychosocial implications of domestic violence</p>
5.0 Gender Mainstreaming					
<p>5.1. Gender: Improved understanding of gender analysis and the instruments for factoring gender issues into disaster management.</p> <p>5.2. Microfinance</p>	<p>5.1 Gender sensitive reduction vulnerability policies and programmes</p>	<p>GRENEED</p>	<p>Monitor no of sensitization sessions</p> <p>Review training plans/ evaluation report</p>	<p><i>Low to medium risk</i></p> <p>15th Sept –June 09</p>	<p>Project Implementation team (PIT) sensitized</p> <p>76 persons sensitized to date</p>

<p>institutions better equipped to respond to women's needs to enhance their livelihood.</p> <p>5.3 Enhanced capacity and understanding of police and justice administration personnel to respond to GBV</p>	<p>5.2 Improved access to credit by women</p> <p>5.3 Improved gender relations based on respect and equity</p>		<p>Survey of women-owned enterprises</p> <p>Follow stats on GBV post project</p> <p>Check court referrals/records</p> <p>Interviews of participants in training workshops</p>	<p>Jan – Mar 09</p> <p>June, 2009</p> <p>June. 2009</p>	<p>28 law officers trained in Nov 08</p>
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