GRANT AGREEMENT
BETWEEN THE
UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM)
AND
THE CARIBBEAN COMMUNITY SECRETARIAT
FOR THE PROVISION OF GRANT FUNDS

Grant Agreement (hereinafter referred to as the “Agreement”) made between the Caribbean Community Secretariat (hereinafter referred to as the “GRANTEE”), and the United Nations Development Fund for Women.

WHEREAS UNIFEM desires to provide funding to the GRANTEE in the context of a Programme and on the terms and conditions hereinafter set forth, and

WHEREAS the GRANTEE is ready and willing to accept such funds from UNIFEM for the above mentioned activities on the said terms and conditions,

NOW, therefore, the parties hereto agree as follows:

1. Responsibilities of the GRANTEE

1.1 The GRANTEE agrees to: 1) Undertake the activities described in its Proposals and Budgets included as an annex to this agreement, and as described in any amendments agreed upon by both parties during implementation; 2) Provide progress and financial reports to UNIFEM Regional Programme Director (RPD) in charge of the project/grant for UNIFEM, as indicated in the Grant Proposals and Work Plans; and 3) Provide the RPD Annual Audited Statements [Income Statement and Balance Sheets].

1.2 Funds provided pursuant to this Agreement shall be used for purposes related to producing results specified in its Proposals [Annex A].

1.3 The GRANTEE agrees to achieve the results/outputs contained in its Proposals and Workplans If the GRANTEE fails to meet its responsibilities outlined in article 1.1, then this will be considered grounds for UNIFEM to suspend any further micro grant support. The suspension shall remain in effect until the GRANTEE has achieved the target.

1.4 The GRANTEE agrees to inform UNIFEM forthwith about any problems it may face in undertaking the activities as described in the Proposals and Workplans and in attaining the results/outputs agreed upon.

2. Duration

2.1 This Agreement will come into effect on signature of the agreement and shall expire on 30 January 2007 covering the anticipated term of the projects. It can be extended, if necessary by exchange of letters, noting the new expiration date.
3. **Payments**

3.1 UNIFEM shall provide funds to the GRANTEE in an amount up to US$30,000 [thirty thousand dollars] to be allocated according to the schedule of the project budgets set out in Annex B as follows:

- **US$20,000 [twenty thousand dollars]** to the project “Institutional Strengthening: Improving Gender Mainstreaming in the CARICOM Secretariat”, disbursed in an initial payment in the amount of **US$18,000 [eighteen thousand dollars]** upon signature of this Agreement; and a final payment in the amount of **US$2,000 [two thousand dollars]** upon receipt and acceptance of final financial and activity reports.

- **US$10,000 [ten thousand dollars]** to the project “Strengthening Capacity in the Compilation of Social, Gender and Environmental Statistics: Preparation of User Manuals”, disbursed upon signature of this Agreement.

Payments are contingent, where applicable, upon receipt and acceptance by UNIFEM of financial and progress reports (see 1.1 above and 4.3 below). Clear benchmarks on implementing activities and achieving results should be specified in each progress report, so that it is clear to all parties when the GRANTEE qualifies for the release of each tranche of funds.

3.2 All payments shall be mailed to the GRANTEE.

3.3 The amount of payment of such funds is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the GRANTEE in the performance of the activities under this Agreement.

4. **Records, Information and Reports**

4.1 The GRANTEE shall maintain clear, accurate and complete records in respect of the funds received under this Agreement.

4.2 The GRANTEE shall furnish, compile and make available at all times to the UNIFEM any records or information, oral or written, which UNIFEM may reasonably request in respect of the funds paid by UNIFEM to the GRANTEE.

4.3 The GRANTEE shall provide UNIFEM with financial and progress reports as specified in the Proposals and Workplans, utilizing the reporting format provided by UNIFEM.

4.4 Within thirty (30) days after completion of project activities, the GRANTEE shall provide UNIFEM with final reports with respect to all expenditures made from such funds (including salaries, travel and supplies) and indicating the successes in the realization of the outputs set to be achieved, utilizing the reporting format provided by UNIFEM.

4.5 All further correspondence regarding implementation of this Agreement should be addressed to:

For the GRANTEE

His Excellency Edwin W. Carrington
Secretary-General
Caribbean Community Secretariat
Turkeyen, Greater Georgetown
Guyana
5. General Provisions

5.1 This Agreement and the Annexes attached here to shall form the entire Agreement between the GRANTEE and UNIFEM, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Agreement.

5.2 The GRANTEE shall carry out all activities described in its Proposals and Workplans with due diligence and efficiency. Subject to the express terms of this Agreement, it is understood that the GRANTEE shall have exclusive control over the administration and implementation of the activities referred to above in paragraph 1.1 and in Annex A and that UNIFEM shall not interfere in the exercise of such control. However, both the qualities of work and the progress being made toward successfully achieving the goals of such activities shall be subject to continuous review by the UNIFEM RPD. If at any time, the RPD is not satisfied with the quality of work or the progress being made toward achieving such goals, the RPD may (i) withhold payment of funds until in her/his opinion the situation has been corrected; or (ii) declare this Agreement terminated by written notice to the GRANTEE as described in paragraph 5.7 below; and/or seek any other remedy as may be necessary. The RPD’s determination as to the quality of work being performed and the progress being made toward such goals shall be final and shall be binding and conclusive upon the GRANTEE insofar as further payments are concerned.

5.3 The UNIFEM undertakes no responsibilities in respect of life, health, accident, travel or any other insurance coverage for any person that may be necessary or desirable for the purpose of this Agreement or for any personnel undertaking activities under this Agreement. Such responsibilities shall be fully borne by the GRANTEE.

5.4 The rights and obligations of the GRANTEE are limited to the terms and conditions of this Agreement. Accordingly, the GRANTEE and personnel performing services on its behalf shall not be entitled to any benefit, payment, compensation or entitlement except as expressly provided in this Agreement.

5.5 The GRANTEE shall be solely liable for claims by third parties arising from the GRANTEE’s acts or omissions in the course of performing this Agreement and under no circumstances shall UNIFEM be held liable for such claims by third parties.

5.6 Assets (equipment) supplied by UNIFEM funds to the GRANTEE shall be the property of UNIFEM until the end of the project, at which time UNIFEM shall determine the best use of these assets. In cases where the GRANTEE has met its responsibilities under this agreement, and handover of the asset would contribute to the sustainability of activities, UNIFEM would normally hand over these assets to the GRANTEE. The assets shall be used solely for the purpose indicated in the Proposals and Workplans throughout the period of this Agreement.

5.7 This Agreement may be terminated by either party before completion of the Agreement by giving thirty (30) days written notice to the other party, and the GRANTEE shall promptly return any unutilized funds to UNIFEM as per paragraph 5.2 and 5.6 above.
5.8 The GRANTEE acknowledges that UNIFEM and its representatives have made no actual or implied promise of funding except for the amounts specified by this particular Agreement. Although programme related documents may indicate a total amount of funds that could be available to the GRANTEE, actual disbursements will be based upon the GRANTEE delivery of outputs. If any of the funds are returned to UNIFEM or if this Agreement is rescinded, the GRANTEE acknowledges that UNIFEM will have no further obligation to the GRANTEE as a result of such return or rescission.

5.9 No modification of or change to this Agreement, waiver of any of its provisions or additional contractual provisions shall be valid or enforceable unless previously approved in writing by the parties to this Agreement or their duly authorized representatives in the form of an amendment to this Agreement duly signed by the parties hereto.

5.10 Any controversy or claim arising out of, or in accordance with this Agreement or any breach thereof, shall, unless it is settled by direct negotiation, be settled in accordance with the UNCITRAL (United Nations Commission on International Trade Law) Arbitration Rules as at present in force. Where, in the course of such direct negotiation referred to above, the parties wish to seek an amicable settlement of such dispute, controversy or claim by conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules as at present in force.

The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy or claim.

5.11 Nothing in or relating to this Agreement shall be deemed a waiver of any privileges and immunities of the United Nations, UNDP or UNIFEM.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of the GRANTEE and UNIFEM respectively, signed the present Agreement on the dates indicated below their respective signatures.

On behalf of UNIFEM

Signature: 
Name: Roberta Clarke
Title: Regional Programme Director
Date: 16/11/06

On behalf of the GRANTEE

Signature: 
Name: Edwin Carrington
Title: Secretary-General
Date: NOV 16, 2006
ANNEX A: Grant Proposal (1)

INSTITUTIONAL STRENGTHENING
IMPROVING GENDER MAINSTREAMING IN CARICOM SECRETARIAT

Executing Agency: CARICOM Secretariat
Implementing Agency: CARICOM Secretariat
Beneficiaries: CARICOM Secretariat & CARICOM Member States
Estimated Project Budget: US$20,000
Funding Requested: US$20,000
Contact person: Dr Halima-Sa’adia Kassim, Deputy Programme Manager, Caribbean Community Development (Gender), Human and Social Development, CARICOM Secretariat, GUYANA
Tel: 592 222-0001-75 ext 2710; Fax: 592-222-0171 or 222 0168; Email: hkassim@caricom.org or caricomgender@yahoo.com

BACKGROUND

The CARICOM Secretariat is the principal administrative organ of the Community and is headed by the Secretary General who is the Chief Executive Officer of the Community. The Community stands on four pillars - economic integration, foreign policy coordination, security and functional cooperation and as such, the organisation of the administrative organ reflects those principles. The Secretariat is tasked to provide dynamic leadership and service in partnership with Community institutions and groups, toward the attainment of a viable, internationally competitive and sustainable Community, with improved quality of life for all. To make the most of opportunities, an institution must have both the will and the ability to take action as it seeks to fulfill its mandates. In this regard, there is need to increase efficiency, strengthen ownership, and plan for the future through organisational assessments that are participatory, inclusive and sector driven.

The area of functional cooperation deals essentially with human and social issues that form part of the development agenda. The Gender and Development programme is anchored within that organisational structure and derives it challenges and mandates from the ways in which marginalization and inequalities are expressed. Further, the issues associated with functional cooperation underpin the operationalisation of the CARICOM Single Market and Economy and it is fundamental that the area including gender is enhanced if the quality of life is to be improved and economic development realised.

As part of the process of institutional strengthening, the last gender awareness survey in the CARICOM Secretariat was done in 1998 guided by the then officer at the Women’s Desk and administered by an independent consultant. The process of triangulation was used to accommodate the multiple realities that exist in the organization; hence there was the collection of data from a variety of sources, namely survey questionnaire, interviews and focus group, to understand:

- the level of gender awareness in the secretariat;
- the extent to which gender mainstreaming occurs; and
- receptivity to preparation for achieving this objective and the strategy for doing so.

The findings of this study indicated:

- varying levels of gender awareness in the Secretariat;
- recognition of a multiplicity of gender issues that impinges on the development of the Region;
- varying levels of awareness as to the work of the Women’s desk and the production of documentary materials;
- challenges to the instituting of gender mainstreaming in the Secretariat; and
organisational development that perpetuates and reinforces gender notions of gender relations.

The study, also, recognised that there was need for interventions to mainstream gender into the life and work of the Secretariat that were grouped together into four strands:
- strengthening of the machinery in the Secretariat;
- promoting collaboration among programmes as well as within and across Directorates;
- training; and
- information dissemination and utilisation.

Since that gender analysis was completed, the Secretariat has undergone several changes – not the least of which is staff mobility, new and/or deepened mandates and relocation to its new Headquarters. These social and environmental changes have impacted upon its operations and ways of doing business. Further, as the Secretariat moves towards restructuring and an institutional audit, it is timely that a gender evaluation is undertaken to ascertain the extent to which conditions and standards are present to promote the twin-track approach to gender mainstreaming.

OBJECTIVE
The main objective of the audit is to promote organisational learning at the individual, work unit and office levels that would facilitate the promotion of a gender-responsive development in the CARICOM Secretariat as a whole.

PROJECT DESCRIPTION
The Gender Audit is based on a framework that includes four components for an effective gender mainstreaming strategy: political will, technical capacity, accountability, and organisational culture. It will take all of these components into account to ensure that the organisation creates its own viable and sustainable strategies for fostering gender mainstreaming and thus, a more equitable and effective development programmes. The audit has the effect of catalyzing an on-going change process within an organisation in that it combines gender equity to strategic organisational objectives and performance providing leverage for change. It helps to mobilise leadership support and commitment, connect the interests of diverse constituencies with the goals of the change process, and provide a compelling motivation to engage in and sustain long-term and systemic organisational change.

The focus of the assessment would be the priority areas under the Community’s pillars over the last five years and identify key issues that are relevant to gender mainstreaming. It is envisaged that this gender audit will address the andocentric perspectives and culture and will comprise of both an external assessment of development objectives with particular reference to recommendations and mandates from the various Councils and Conference on the Heads of Government and an internal organisational assessment. In this regard, there will be need to:
- address women’s and men’s practical needs in the context of their existing gender roles;
- increase gender equality or opportunity, influence or benefit;
- develop gender awareness and skills among policy/programme making and management; and
- promote greater gender equality within the organisation.

OUTPUTS
1. Report analysing:
   a. baseline data on the levels of gender awareness in the Secretariat;
   b. information on the extent of gender equitable working environment;
   c. information on the extent to which gender mainstreaming has taken place within the Secretariat;
   d. gendered cost benefit analysis;
   e. current gender issues and debates within the Secretariat.
2. Gender Mainstreaming Strategy with a budget for the Secretariat that addresses the institutional capacity needs for its policy and programmatic activities vis-à-vis the Region. It should also contain recommendations on how to strengthen gender equality and mainstreaming in project design and implementation, including programme strategy, formulation and reporting. In this regard, recommendations should be made for training and other systems of analysis, review, monitoring and evaluation of gender issues in the Secretariat programmes.

3. Seminar on gender analysis (4 half days).

A terms of reference for the gender audit is at Appendix 1.

PROJECT BENEFICIARIES
1. CARCIOM staff will benefit by developing a better understanding of gender and how it impacts on their work; and
2. CARICOM Secretariat’s work programmes and policies will reflect a gender perspective.

TIME FRAME
It is anticipated that the assessment and reporting mechanisms will take three (3) months.

BUDGET
The total estimated budget for this project is **US$20,000**. Total funds requested from donor are **US$20,000**. The budget elements for this project are laid out in Appendix 2.

DONOR REPORT
The CARICOM Secretariat will submit to UNIFEM a **Financial Report** setting out expenditure for this activity under the grant and an **Activity Report** describing the activities carried out, results obtained, lessons learnt and any planned follow-up.
Appendix 1

TERMS OF REFERENCE
The Consultant will work full time and report periodically to the representative of the CARICOM Secretariat and would be required to undertake the following tasks as outlined below: i. Analyse the integration of gender mainstreaming policies and principles into programmes and Secretariat systems and procedures including:
(a) Ministerial mandates articulated by the various Councils in particular Council of Human and Social Development and the Conference of the Heads of Government.
(b) CARICOM Plan of Action to 2005: Framework for Mainstreaming Gender into Key CARICOM Programmes
(c) Annual work plans of the Directorate of Human and Social Development
(d) Recruitment and staffing policies and procedures relating to gender equality.
ii. Prepare an outline of the level of gender awareness within the Secretariat.
iii. Prepare a sustainability analysis with respect to gender outcomes.
iv. Organise consultative workshops with representatives of some of the national women’s machineries, relevant sections of national planning ministries or departments to assess their capacity needs.
v. Document sectoral and/or regional differences in achieving gender objectives and outcomes.
vi. Develop a gender mainstreaming strategy and promote its implementation within the Secretariat.
vii. Develop and harmonize the gender and development monitoring instruments with regard to Gender Mainstreaming strategy.
viii. Prepare a resource allocation and cost benefit analysis for gender within the Secretariat.
ix. Organise and facilitate capacity building workshops for gender mainstreaming.

DUTIES OF THE CONSULTANT
1. Analyse the integration of gender mainstreaming policies and principles into programmes and Secretariat systems and procedures and explore opportunities and mechanisms for infusing gender into programmes and policies and activities of the Secretariat.
2. Develop an instrument to measure and analyse the level of gender awareness in the Secretariat.
3. Prepare a sustainability analysis with respect to gender outcomes.
4. Hold discussions (telephonic or email) with a cross-section of CARICOM officials and relevant representatives of the national women/s machineries and national planning departments.
5. Identify sectoral and/or regional differences in achieving gender objectives and outcomes.
6. Develop a gender mainstreaming strategy and promote its implementation within the Secretariat and harmonize the gender and development monitoring instruments with regard to Gender Mainstreaming strategy.
7. Prepare a resource allocation and cost benefit analysis for gender within the Secretariat.
8. Produce a report of not more than 70-75 pages containing the following elements:
   • internal assessment of gender knowledge and organisation culture
   • external environmental scan
   • gender mainstreaming strategy
   • resource allocation and cost benefit analysis for gender within the Secretariat.
9. Submit a first draft of the audit and the Mainstreaming strategy to CARICOM Secretariat for review and feedback.
10. Finalise and submit the paper to CARICOM for approval.
11. Organise and facilitate the Gender Mainstreaming Workshop.
### Appendix 2

**BUDGET**

<table>
<thead>
<tr>
<th>ITEM NO</th>
<th>ACTIVITIES</th>
<th>PROJECT RESOURCES (US$)</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>ANALYSIS OF GENDER MAINSTREAMING PROCESSES</strong></td>
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<tr>
<td>1.3</td>
<td>Baseline data of gender awareness</td>
<td>Consultant fees</td>
</tr>
<tr>
<td>1.2</td>
<td>Gendered Cost Benefit analysis (GCBA)</td>
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<td>1.3</td>
<td>Current gender issues and concerns</td>
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<td><strong>Output:</strong> Assessment of gender awareness levels and activities in the CARICOM Secretariat</td>
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<td><strong>DEVELOPMENT OF GENDER MAINSTREAMING STRATEGY</strong></td>
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<td>Budget cost</td>
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<td>2.3</td>
<td>Recommendation for Gender sensitive monitoring</td>
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<td>2.4</td>
<td>Recommendation for gender capacity building initiatives</td>
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<td><strong>Output:</strong> Draft proposal of a gender mainstreaming strategy</td>
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<td>3.6</td>
<td>Consultant Training fees</td>
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<td>1200.00</td>
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STRENGTHENING CAPACITY IN THE COMPILATION OF SOCIAL, GENDER & ENVIRONMENTAL STATISTICS: PREPARATION OF USER MANUALS

Executing Agency: CARICOM Secretariat
Implementing Agency: CARICOM Secretariat
Beneficiaries: CARICOM Secretariat & CARICOM Member States
Estimated Project Budget: US$10,000
Funding Requested: US$10,000
Contact person: Dr. Philomen Harrison, Programme Manager, Statistics
Tel: (592) 222-0097; Fax: (592)222-0098; E-mail: harrison@caricom.org

1. BACKGROUND
The CARICOM Programme on Strengthening Capacity in the Compilation of Social/Gender and Environment Statistics and Indicators was formulated in May 2002 at the 2nd Meeting of the CARICOM Advisory Group in Social/Gender and Environment Statistics. The main objective of the CARICOM Programme is to institutionalize the production of Social/Gender and Environment statistics in the National Statistical Systems in order to inform policy formulation that can improve the conditions of men and women [boys and girls] and enable the sustainable development of the Region.

With the establishment of the CARICOM Single Market and Economy and the negotiations that are required at the national, international, hemispheric and regional levels, there is need to provide relevant, timely and harmonized statistics for the CARICOM Region. The compilation of statistics in the areas of Social and Environment Statistics is a fundamental process to enable the effective formulation of policies and positions at both the regional and national level to inform the various negotiations and to monitor the impact of the processes taking place at the various levels. The Programme aims therefore to strengthen statistical capacity to provide the necessary Social and Environmental Statistics and Indicators required by users to enable evidence-based policies and informed decision-making by a wide range of users.

Emanating out of the main objective, the principal activities of the CARICOM Programme are:
• Strengthening the region’s capacity for the compilation of core Social/Gender and Environmental statistics;
• Monitoring and assessing the achievements of outputs through periodic situational analyses;
• The production of manual/technical guides for advanced users and laypersons;
• The establishment of working Groups/Committees at the national Level;
• Promoting analysis and use of the data through and effective data dissemination strategy.

The main themes of data collection in the area of Social Statistics include: Population, Families and Households, Work, Economy, Education, Health, Crime and Decision-Making. Recognizing that there is an obvious mismatch between producers and users of statistics in general, the terms of reference (TOR) seek to activate the process of bridging the gap between these two groups through the production of two user manuals. Within the context of the CARICOM Programme, the User Manuals are to satisfy the needs of advanced and amateur users of social statistics, such as policy makers, academic researchers, students and other persons in Member States who require a basic or a more in-depth understanding of Social Statistics. The manuals would provide users with an understanding of statistical concepts and other related issues including data collection and compilation procedures maintaining technical
correctness while emphasizing user-friendliness. From the perspective of the producer, the manual could serve as a training instrument for new statistical staff as well as upgrading and providing a means of refreshing the knowledge and skills in basic statistical concepts and procedures for more experienced staff. The manuals would be particularly useful in training statistical staff in line ministries in Member States who might not have been exposed to basic statistical concepts and procedures but who are engaged in data compilation from administrative sources.

The format and content of the Manuals would be practical and highly illustrative and would not attempt to be in the format of a traditional statistical text nor would it be a comprehensive methodological guide. The Manuals would therefore contain generic formulae and concepts without necessarily seeking to differentiate or to harmonize the practices among Member States. For example answers to the questions, “What is the formula for computing the Infant Mortality Rate? Or what graphical presentation is to be used with a specific kind of data?” ought to be contained in these manuals. The manuals would be subjected to periodic revisions to keep abreast with changing procedures and to incorporate new and emerging areas of statistics and statistical knowledge. The Manuals have been prepared in draft and what is now required is methodical review and refinement to enable completion and final production.

2. OBJECTIVE OF ACTIVITY
The main objective of the activity is to enable the review, refinement and production of two user manuals in order to provide an understanding of basic Statistical Concepts to different levels of users in a technically sound and user-friendly format.

3. SCOPE OF WORK
The original scope of work for the Beginner’s Manual and Advanced Manual and the Outlines are found in Appendix I and should guide the review and production of these Manuals. The Consultant will be required to undertake the following activities in the preparation of both manuals:
(i) Review the Beginner’s Manual and Advanced Manual based on the original outlines and taking into considerations documented comments of the Secretariat and the original TOR for this exercise.
(ii) Undertake discussions as required with the Secretariat relative to the review of the manuals.
(iii) Develop and refine the manuals as required based on the Consultations with the Secretariat.
(iv) On the basis of the above, finalise the Manuals in accordance with standard practices that include, a table of contents, chapters and section headings, chapter objectives; previous or required knowledge; a glossary of terms; relevant appendices, graphs, etc. Particular attention should be paid to the production of illustrative manuals in which basic statistical concepts or robust statistics as required are presented in a user-friendly format.

4. OUTPUTS AND PROPOSED TIMEFRAME FOR COMPLETION
The Consultant shall prepare the following outputs:
(i) A draft of the revised Manual for laypersons as per the Scope of Work: 30 work days after start of Project.
(ii) A draft of the revised Manual for Advanced users as per the Scope of Work: 60 days after start.
(iii) A Final Draft of the Manual for laypersons after discussions with the CARICOM Secretariat: 70 work days after Start of Project.
(iv) A Final Draft of the Manual for Advanced users after discussions with the CARICOM Secretariat: 90 Work days after start of Project

5. RESOURCES REQUIRED
One (1) Consultant to complete the outputs as indicated above.
6. DURATION
The Consultancy will be for a period of ninety (90) days duration spread over a period of four months with the final drafts to be completed no later than the end of January 2007.

7. QUALIFICATIONS AND EXPERIENCE OF CONSULTANT
The Consultant should have a solid foundation in Statistics as reflected in a good First Degree in this area or equivalent. The Consultant should also possess considerable experience in practical aspects of applied statistics such as procedures with respect to data collection and compilation and in survey design. Experience in concepts and definitions particularly in social/gender statistics will also be an asset.

8. DONOR REPORT
The CARICOM Secretariat will submit to UNIFEM a Financial Report setting out expenditure for this activity under the grant and an Activity Report describing the activities carried out, results obtained, lessons learnt and any planned follow-up.

9. BUDGET (requested from UNIFEM)

Preparation of revised Manuals: Fees for Consultant $10,000
Appendix I

General Approach to be followed in producing the Manual for Laypersons
The Beginner’s Manual should be a user-friendly manual that contains some basic applied statistics and statistical concepts, definitions, procedures and practices presented in an easily-readable format and utilising terminology that can be readily understood. Hence this manual should contain numerous examples and illustrations explaining the concepts with the layperson as the target audience. The approach to the beginner’s manual can reflect the following principles:
(i) Presentation of Basic Concepts and Procedures in a user-friendly-way with a minimum of mathematical formality and jargon;
(ii) Compilation of important formula in boxes that can be easily located by the user;
(iii) Presentation of various procedures in a step-by-step manner that the reader could follow;
(iv) Use of heuristic demonstration and numerous illustrative examples rather than rigorous mathematical proof.

General Approach to be followed in preparing the Manual for Advanced Users
The Manual for more advanced users should be a more technically oriented manual with basic applied statistics and robust statistical concepts and procedures, utilising illustrations from the Social/Gender statistics and indicators of the CARICOM Programme. Adapting the approach for beginners, the following can be the principles for the manual for more advanced users:
(v) Presentation of Basic Concepts and Procedures in a user-friendly-way with technical rigour mathematical formality and jargon as deemed necessary;
(vi) Compilation of important formula in boxes that can be easily located by the user;
(vii) Presentation of various procedures in a step-by-step manner that the reader could follow;
(viii) Use of heuristic demonstration and numerous illustrative examples balanced with mathematical demonstrations as deemed necessary.

In both manuals efforts should be made to incorporate the Gender dimension of the explanations.

SUGGESTED OUTLINE
The contents of guidelines should include the following chapters, prefaces etc.:

Preface (To be prepared by the Secretariat)
Acknowledgement (To be prepared by the Secretariat)

1. Introduction
   (a) Background of the CARICOM Programme
      - Objectives
      - Main Outputs,
      - Themes for Data Collection
   (b) Objectives of Manual – Target Group
   (c) Outline of Manual – Brief Overview of the rationale and contents of each chapter

2. Basic Statistical Concepts - What is Statistics?
   (See WHO 1999 – Teaching Health Statistics for a useful reference that can be adapted)
   (a) Definition, importance and scope of statistics
   (b) Difference between statistics and indicators
   (c) Types of data – primary and secondary; discrete and continuous
   (d) Different branches/areas of statistics; coverage of social statistics.
3. Concept of Gender – Implications for Statistical Compilation and Analysis
(a) Discussion on the difference between Gender and Sex
(b) Suggested statistics and indicators on gender issues for understanding various themes

4. Policy Relevant Statistics
The relationship between policies and statistics
a. What are the Main Policy concerns in Social Development in the Region and the corresponding or relevant Social and Gender Statistics;
b. The use of statistics and indicators in policy and management decisions;
c. Illustrations of policy areas, problems/concerns, underlying causes and effects and the relevant statistics and indicators to inform, formulate and monitor policies and programmes and in problem solving;
d. Illustration using examples from the statistics and indicators of the CARICOM Programme.

5. Sources of Data in Social Statistics
a. Primary and secondary data sources;
b. Sources of Social Statistics in Member States – Quality considerations- usefulness, limitations, strengths to be discussed in each case;
c. Censuses and its usefulness as a source of Social Gender Statistics (uses, strengths, limitations)-use of population registers;
d. Surveys as a source of Social Statistics; types of surveys conducted in Member States and the use of the data that are collected;
e. Administrative Records as a source of data-usefulness, examples such as Vital Registration Systems;

[Note on (g): For the more technical user a more in-depth Chapter on sampling concepts can be included with a less rigorous treatment for the beginner’s manual]

6. Data Matrix

7. Levels of Measurement
Ratio, Interval, Nominal and Ordinal

8. Percentages, Percentiles, Index Numbers (construction, use and types), Rates and Ratios

9. Measures of Central Tendency and Dispersion
Arithmetic mean, mode, median, geometric mean and harmonic mean –application, advantages and disadvantages associated with their use
Range, standard deviation and variance - use and interpretation

10. Time Series and Cross-Section data as well as pooled cross-section over time

11. Presentation and Interpretation of data
Uses and Interpretation of diagrams and charts
Choice of specific types of graphs and charts in presenting data.

12. Additional practical exercises illustrating selected statistical concepts
How are specific statistics constructed (from collection to dissemination?)
The various steps involved and the calculations/formulas used must be given, for example, calculating Total Fertility Rates (starting point: collecting and compiling data on number of births by age of the
woman and the mid-year population of women in the reproductive age groups, in a given year → Age-specific Fertility Rates → Total Fertility Rates). Data sources must also be given.

**References**

**Notes to Chapters**

**Appendix I: Glossary of selected terms**

**Appendix II: Basic Mathematical Operations**

Note to Chapters: Practical exercises, worked examples incorporating statistical concepts and definitions from the CARICOM Programme are to be incorporated in the various chapters. Chapter 12 will cater for additional exercises if required reviewing selected concepts not included in the chapters or providing additional information on these concepts. Emphasis will be on clarity of explanations of concepts, use, interpretation and computations.

**RECOMMENDED REFERENCES**

Levy P. and S. Lemeshow 1991: Sampling of Populations, and Methods and Applications;


**ANNEX B: BUDGET: Grant Proposal 1**

**TO BE PREPARED BY THE GRANTEE**

**PROJECT BUDGET for the MICRO GRANT**

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<th>Contract No.: BAR/MGA/06UNIFEM/08</th>
<th>Fund Code: W0001</th>
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<td>Donor: 00032</td>
<td>Department: 94101</td>
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Project Title: _Institutional Strengthening: Improving Gender Mainstreaming in CARICOM Secretariat_

Name of the GRANTEE: _CARICOM Secretariat_

Total Amount of Funds under the Agreement: _US$20,000_

Date of the Agreement: _______________

**PROJECT BUDGET (in US$)**

PERIOD COVERING FROM ______________ TO ______________

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* Please note that all budget entries are for costs related only to programme activities.

** These budget categories and number of installments are suggested guidelines. The Recipient may suggest alternatives that more accurately reflect their expense items and needs.
ANNEX B: BUDGET: Grant Proposal 2

TO BE PREPARED BY THE GRANTEE

PROJECT BUDGET for the MICRO GRANT

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Project Title: Strengthening Capacity in the Compilation of Social, Gender & Environmental Statistics: Preparation of User Manuals

Name of the GRANTEE: CARICOM Secretariat

Total Amount of Funds under the Agreement: US$10,000

Date of the Agreement: ____________________________

PROJECT BUDGET (in US$)

PERIOD COVERING FROM November 2006 TO 30 January 2007

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* Please note that all budget entries are for costs related only to programme activities.

** These budget categories and number of installments are suggested guidelines. The Recipient may suggest alternatives that more accurately reflect their expense items and needs.