

The Youth Empowerment Foundation of Grenada Inc.

Project Report

2007

HIV/AIDS Project Management Capacity Building for Youth Groups

FOREWORD

The Youth Empowerment Foundation of Grenada Inc. takes this opportunity to express its gratitude for the participation of many stakeholders and partners who have worked assiduously towards ensuring that this project was successfully completed.

Particularly the Foundation wishes to note the contributions of:

- The United Nations Educational, Scientific and Cultural Organization (UNESCO) through its Youth Visioning project.
- The leadership and members of the 17 targeted youth groups
- The Grenada National Youth Council
- The Department of Youth Development
- The Management of Bain's Conference Centre
- GrenCHAP
- The Foundation board and members
- The National AIDS Directorate
- Population Services International
- Our many service providers

This project is a key component of Grenada's youth development agenda. As we move forward towards the social, economic and physical reconstruction of our country, youth and young persons have an increasingly expanded role to play. This project has empowered the leadership of some community based youth groups with key skills that they can now utilize to perform the expanded role that has now become their responsibility. For many years youth groups have been contributing to the holistic development of young people. This project enabled them to better perform their role.

A lot more work needs to be done. The Foundation and its partners are committed to the continue activities geared towards the development of the youth of this state – empowering them to fully embrace their role in national development.

Samuel Antoine
Director General
The Youth Empowerment Foundation of Grenada Inc.

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PROJECT REPORT

The project was sponsored by UNESCO through the Youth Visioning Project. In-kind contributions were also obtained from service providers. The Government's Department of Youth Development agreed to provide supplemental funding to address the funding gap. This however was not accessed and will be used for supplemental training in 2008.

When the project concept was developed key partners were consulted for input and identification of possible targeted youth groups. The Foundation itself, the Department of Youth and the Grenada National Youth Council identified the youth groups to be targeted based on the work that these three organizations have been doing at the community level. The leaders of the youth groups were contacted and the project idea was discussed with them. They all indicated verbal agreement. The project concept was further developed and a budget developed. Support was solicited from UNESCO. The project format was finalized with the support we received from UNESCO and the project was implemented over the period October to December 2007.

The goal of the project was to prepare community based youth groups to play an effective role in the HIV and AIDS Programme at the local level.

The project was built around the following objectives:

1. Build capacity to analyze a situation and determine the core and related problems.
2. Build capacity to identify effective projects to address problems
3. Build capacity to develop effective projects including writing the document
4. Build capacity identify stakeholders and conduct self and stakeholder analysis
5. Build capacity to manage a project cycle
6. Build capacity to monitor and report on a project.
7. Build capacity to design and implement HIV-related projects

Project activities:

The project had 7 activity lines:

1. Conduct a visit to each group to review its operating structure and identify capacity constraints (this assisted with workshop planning)

The site visits were conducted during the evenings and weekends during the month of October and the first week in November. All of the selected groups were engaged and underwent a situational analysis process. For this purpose a consultant with experience working within the UN system developed, gratis, a tool and made same available to the Foundation. Using this tool the groups were analyzed to determine their operating structure, programmatic focus, membership, stability, procedures, strengths, weaknesses, opportunities and threats. Prior to the situational analysis, however, slight modifications were made to the targeted groups to replace groups who indicated that they would no longer be able to participate in the project. The National Youth Council submitted alternatives names:

The final lists of targeted groups were:

1. Chantimelle Crusaders,
2. Marli Cultural and Sporting Club,
3. St. Andrew Parish Youth Council,
4. St. David Parish Youth Council,
5. St. Patrick Parish Youth Council,
6. St. George Parish Youth Council,
7. Windsor Forest Youth in Action,
8. GrenCHAP
9. Grenada Anglican Youth Movement
10. De Blandeau Youth Group
11. Rainbow City All Stars Steel Pan Group
12. Sunset Youth Organization
13. Westerhall Community Development Youth Organization
14. South St. George Youth Group
15. Brizan Young Achievers
16. Cherry Hill Youth for Change
17. Happy Hill Youth with a Difference
18. St. Andrew Carnival Development Committee – Youth Arm

In addition two Leo Clubs (St. George and St. Andrew) were not assessed but were represented at the training workshop.

The analysis generally showed that the groups all had a fair amount of members who regularly attended activities, participated in planning meetings and volunteered in the activities of the groups. Common problems faced by the groups indicated weak program development and management structures. Their activities were largely event-driven and required a lot of commitment and motivation from the leadership. The presence and active participation of the group's executive or leaders appeared to be a requirement for any activity, however small, to succeed. This included regular meetings of the group. This indicated a level of reduced capacity within the broader membership of the group which is a possible reason for high levels of attrition as well as leadership voids that are created as the charismatic youth leaders leave their groups to pursue further education or simply outgrow their groups.

It is clearly evident that there is a need for continuous training and empowerment of the 'rank-and-file' membership of these organizations so that the leadership base can be broadened and reduce leader-fatigue as well as make ample provision for group sustainability. In the current arrangement, groups are being created by individuals who see a need for the development of the youth in their communities. These individuals are characterized by the ability to mobilize their peers and engage them in positive activities. These groups perform crucial roles in people-formation. They help young people to find a voice and to create a political position on the various issues facing our age. They introduce young persons to key concepts of volunteerism, advocacy and democracy: lessons which will remain with them forever.

Notwithstanding these challenges, the groups generally had a positive outlook to learning and development. They themselves recognized the challenges they face and were welcoming to prospect of accessing training and support that would enable their groups to be stronger and more effective. They have been able to access some resources through fund-raising and generally need to enhance skills which fortify their organizations against the challenges they face.

The groups are membership based, registered with the National Directory of Youth Groups and follow basic democratic principles in their day-to-day operations.

2. Develop workshop schedule and confirm facilitators

Following the situation analysis of the youth groups, the Foundation partnered with GrenCHAP who was charged with the responsibility of facilitating the training sessions. GrenCHAP contacted the facilitators and ensured they had access to the situation analysis and the training outline to ensure that the training courses reflected a balance between the findings of the analysis and the intention of the original training program.

3. Procure workshop materials, stationery, equipment and HIV-related IEC/BCC items.

Workshop materials were purchased prior to and during the workshop, donations and discounts were sought from suppliers. The Foundation acknowledges for the donation of t-shirts, HIV/AIDS FAQs, Condoms and HIV/AIDS IEC materials from Population Services International and the National AIDS Directorate

4. Conduct 4 whole day workshops

The training workshops were held on Saturdays: November 10, 17, 24 and December 1, 2007. The workshop was targeted to end on December 1 being World AIDS Day to coincide with activities being held in the same area in observance of World AIDS Day 2007.

The Workshops began at 9 am and ended at 3:30 pm on each training day. The Modules were focused as follows:

Module 1.1

Learning objective: To build participant capacity to analyze a situation to determine core and related problems

The module was envisioned to empower participants to use tools such as the problem tree and other related/similar tools to map problem situations and determine core issues related to the problem. This includes the issues causing, those fuelling and those caused by the problem. The facilitator sought to help participants to develop an understanding the context of social problems noting that they do not have a single cause and therefore will need a solution that will address the various issues at different levels. This session was a three hour session inclusive of group activities. The groups developed problem trees as one of the activities of the session.

Module 1.2

Learning Objective: To build capacity to identify projects to address problems and build capacity to identify stakeholders and conduct a self and stakeholder analysis

This module sought to build on module 1 and comprised two sessions one on the afternoon of day one and the other on the morning of day two. Participants were given an overview of concepts and tools to be employed to: develop an objectives tree from their problem tree, make assumptions and construct an assumptions table, prioritize problems, identify solutions, determine project objectives, goals, outcomes and outputs.

The sessions also enabled the participants an opportunity to practice developing project activities, budgets and work-plans to satisfy their objectives. Participants were given pointers on good project design and management practices and sample tools to be used to create assumption flowcharts; situation, problem and stakeholder analyses; a sample project planning matrix; a SWOT; and a sample project document format.

The delivery of this module was structured to enable time for the participants to practice using the new tools in small groups.

Module 2.1 was delivered on the afternoon of the second day of training.

Learning Objective: Build capacity to develop effective projects including writing the project document

It was a practical module which sought to clarify the components of the project document itself and enable project participants to be writing a sample project proposal in point format. These project documents were written in small groups and were based on the sample tools (problem tree/solutions tree, assumptions flowchart etc). This was designed to enable to groups to practice the skills thought in the workshop.

Module 3.1 was an all-day module delivered in day 3

Learning Objective: Build capacity to manage a project cycle and monitor and report on a project.

The groups were exposed to short presentations designed to instil key concepts which they can employ to effectively manage their project cycles to ensure that they achieve their stated objectives. They were also introduced to a simplified logical framework and reporting tool designed to assist them to have a clear idea of the parameters of their project, remain on task and measure and report on key outputs and outcomes. The rest of the day was spent continuing the development of their project ideas, making point notes in their documents and filling in their logical framework matrix

Participants were also given basic pointers and concepts in the identification and mobilization of target groups, procurement, accountability, transparency, project ethics, skills that will enable them to monitor project implementation to avoid cost and time overruns and to ensure quality of service. Participants were introduced to the concepts of re-planning, monitoring and reporting.

Module 4.1 was delivered on the morning of World AIDS Day – Day 4.

Learning objective: Build capacity to design and implement HIV-related projects

Because of the sensitivities involved in the implementation of HIV-related projects this module was intended to introduce participants to key skills to be used when implementing HIV-related projects ensuring that there is a balance with the issues of sensitivity while developing a project concept that

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will impact behaviour change in a positive way. Participants also considered how people learn and what impacts the transfer of knowledge into behaviour. Pre and post-testing of participants was done. This provided the Foundation with an opportunity to measure the knowledge of the youth leaders about HIV and the immediate impact of the workshop on knowledge and perception.

The pre-test indicated that the participants were still at the pre-contemplation behavioural stage. They had a relatively high level of knowledge about HIV however some myths still persisted and the knowledge was not at the time having a significant impact on behaviour. The post-test showed increased knowledge, reduction in myths and a slightly increased willingness to consider the impact of their behaviour on their risk for HIV transmission. This indicates a willingness to move from pre-contemplation to contemplation however the participants will need further engagement to facilitate this transfer as quite obviously one session cannot make that transition. The group leaders also indicated the need to raise awareness in their groups since they perceive many of their group members, like themselves, have the basic knowledge about HIV have challenges transferring it into behaviour change.

Module 4.2

Learning objective: Build capacity to design effective IEC and BCC communication materials.

This module comprised of one session and focused participants' attention on the development of media messages for print, audio and video. Participants were introduced to effective strategies to be employed so that key messages can reach the target audience in an effective way and so that targeted messages placed over general population media can reach the specific target audience without unduly exciting the rest of the mass population.

5. Report to YV
6. Continue follow-up and technical assistance to groups as they design and implement projects in their community

The Foundation is in the process of developing its work-plan for 2008. Key activities include opportunities for continued engagement and support from the Foundation, our stakeholders and the training facilitators who have committed to providing continued training, advice and support to the groups. The support from the Department of Youth will be accessed in 2008 to provide some further training for the targeted groups. In the immediate, the Foundation has forged a partnership with the Grenada Arts Council. The two organizations will be collaborating to engage youth groups in the creation of public artwork using recycled materials over the next 8 months. Further, the Art Council is embarking on a paper recycling project using waste paper to create display and sale containers for Grenada's spices. The Foundation will be partnering with the Council to provide training for the De Blandeau group in this area in the Month of February 2008. This training presents an opportunity for self-employment as the trainees can then produce the containers for sale – the Council and the Foundation are at this time confirming market arrangements for the products.

7. Provide periodic reports on the longer-term impact of the project to YV

The Foundation intends to submit biannual reports to Youth Visioning on the work done with/by the targeted youth groups and further development of this initiative which the Youth Visioning technical and financial support has enabled.

FINANCIAL STATEMENT

Payments						
BUDGET Line	Voucher	Cheque #	Date	Supplier	Memo	Amount
Group visits						
	Transportation	8	17- Nov- 07	Bonston Antoine	Transportation to conduct group assessments in different parts of the country as well as the transportation of participants and equipment to the 4 days of training workshops.	\$ 1,335.00
	Laptops and projector	4	3- Nov- 07	Sandra James	Rental of laptops and projectors to be used for the site visits, preparation of workshop activities and use during workshop - 14 days @ 50 US per day	\$ 1,869.00
						\$ 3,204.00

Workshop planning							
							\$
							-
Procurement							
	stationery and supplies	2	1-Nov-07	Kool System	purchase of flash drive	\$ 430.00	
	stationery and supplies	*6	12-Nov-07	Cathwills Stationery Services	purchase of workshop materials	\$ 272.64	
	stationery and supplies	3	1-Nov-07	Cathwills Stationery Services	purchase of workshop materials	\$ 45.00	
	telephone expenses	7	17-Nov-07	Digicel Grenada ltd.	telephone expenses	\$ 200.00	
				Gayvon Mark	Audio/video Technician Fees	\$ 762.20	
	stationery and supplies	9	17-Nov-07	Music and More	DVC tapes used to record workshop sessions	\$ 140.00	
							\$ 1,849.84
Whole day workshops							
	Venue rental and meals	*6	12-Nov-07	Bains Upper Level Conference Room	venue rental and refreshments on day 1 of the workshop and one planning meeting	\$ 770.00	

		10	17-Nov-07	Bains Upper Level Conference Room	venue and refreshments day 2	\$ 452.00	
		11	24-Nov-07	Bains Upper Level Conference Room	venue and refreshments day 3	\$ 500.00	
			1-Nov-07	Bains Upper Level Conference Room	Venue and refreshments Day 4	\$ 440.00	
		1	1-Nov-07	GrenCHAP	Facilitator fees for training workshop	\$ 3,240.00	
							\$ 5,402.00
Follow-up activities							
	bank charges					\$ 24.80	
				FEDEX	Contracts etc to UNESCO	\$ 128.90	
				FEDEX	Report 1 to UNESCO	\$ 128.90	
					Bank charges on Transferred funds	\$ 20.00	
							\$ 302.60
							XCD \$ 10,758.44
							US\$ \$ 4,002.10
Total Expenses						\$ 10,758.44	

APPENDICES

APPENDIX A

Key Project leaders:

1. Samuel Antoine – Youth Empowerment Foundation
2. Quasi Andrew – Youth Empowerment Foundation
3. Alison George – Youth Empowerment Foundation
4. Clifton Nedd – Youth Empowerment Foundation and National AIDS Directorate
5. Valene Streete – Youth Empowerment Foundation
6. Norman Gilbert – Grenada National Youth Council
7. Fredel Haley – Department of Youth Development (not a Youth)
8. Nigel Mathlin - GrenCHAP

APPENDIX B

PROJECT PROPOSAL

Title	HIV/AIDS Project Management Capacity Building for Youth Groups (This Project is conceived as an avenue to build the capacity of Youth Groups on the Island of Grenada to develop and implement HIV/AIDS Projects in response to the National Strategic Plan for HIV/AIDS in Grenada.)	
Origin	The Youth Empowerment Foundation of Grenada	
Beneficiaries	Young people resident in the communities where these groups operate; the groups have been selected to represent different areas in the country so as to spread the impact over as wide a geographic area as possible.	
Partners	Lead organization	The Youth Empowerment Foundation of Grenada Inc.

	Youth organizations	19. Chantimelle Crusaders, 20. Marli Cultural and Sporting Club, 21. St. Andrew Parish Youth Council, 22. St. David Parish Youth Council, 23. St. Patrick Parish Youth Council, 24. Carriacou Youth Council, 25. St. George Parish Youth Council, 26. St. John Parish Youth Council, 27. GrenCHAP, 28. Anglican Youth Movement, 29. De Blandeau Youth Group 30. Rainbow City All Stars Steel Pan Group 31. Sunset Youth Organization 32. Westerhall Community Development Youth Organization 33. South St. George Youth Group 34. Brizan Young Achievers 35. Cherry Hill Youth for Change
	Other organizations	The National AIDS Directorate, the National Youth Council, the Ministry of Youth Development
Duration	This project will take 2 months	
Budget	US \$5200.00; The Foundation is seeking local support in the amount of 1200US from local contributions, the 'Other Organizations' are unable to make financial contributions however they are providing some technical support to the project.	
Theme	Life and Love in the Islands – Island Lifestyles and Culture	
Priority Issue	Building Capacity to identify, develop and implement effective HIV/AIDS prevention & response and other related Projects	

Goal	To prepare community based youth groups to play an effective role in the HIV and AIDS Programme at the local level.
Objective(s)	<ol style="list-style-type: none"> 1. Build capacity to analyze a situation and determine the core and related problems. 2. Build capacity to identify effective projects to address problems 3. Build capacity to develop effective projects including writing the document 4. Build capacity identify stakeholders and conduct self and stakeholder analysis 5. Build capacity to manage a projects 6. Build capacity to monitor and report on a project. 7. Build capacity to design and implement HIV-related projects
Activities	<ol style="list-style-type: none"> 1. Conduct a visit to each group to review it's operating structure and identify capacity constraints (this will assist with workshop planning) 2. Develop workshop schedule and confirm facilitators 3. Procure workshop materials, stationery, equipment and HIV-related IEC/BCC items. 4. Conduct 4 whole day workshops 5. Report to YV 6. Continue follow-up and technical assistance to groups as they design and implement projects in their community 7. Provide periodic reports on the longer-term impact of the project to YV
Action Needed	We need to get written commitment from the groups – oral commitment from the leaders have been obtained; IF funding is confirmed we need to arrange the logistics needed for hosting the project

ITEMIZED BUDGET

	Activity	Cost	Breakdown and notes
Itemized budget	1. GROUP VISITS		
	Transportation	350.00	Transportation to various parts of the country to conduct site visits of each group. 2 persons, 1 visit per group, 15 groups
	Laptop and Projector (rental)	200.00	4 days at \$ 50 per day. Used at each site visit to take records and to make a PowerPoint presentation of the project. Used also to begin the preparatory activities for the actual training sessions
	Stationery and other materials	50.00	Flip Chart (\$20US) Pens, pencils, notepads, markers, Bristol board,
	Consultant Services	In Kind	Design and conduct situation analysis of Groups; develop response/training programme for groups
	Administration	In Kind	Man-power related to mobilization, coordination and fiduciary activities.
	Refreshments	In Kind	Refreshments for participants at the Group visits.
	SUBTOTAL	600.00	
	2. WORKSHOP PLANNING		
	Administration	In kind	Develop workshop schedule and confirm

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		facilitators and obtain equipment list
SUBTOTAL	0.00	
3. PROCUREMENT		
Stationery and other workshop-related materials	700.00	Flip-chart easel-whiteboard combo (approx 500US), pens, pencils, permanent markers, whiteboard markers, highlighters, flipchart sheets, Blank recordable DVDs, notepads, Bristol board, folders, nametags, pencil sharpeners, erasers, rulers, printing paper, ink, USB key, digital camera
Laptop and Projector (rental)	500.00	10 days at \$50 per day. Used for making PowerPoint presentations at each training session, used for the preparation of the handouts and other printed workshop materials,
Rental of sound equipment and technician fee	300.00	Cordless pin-on mics, video camera, audio recorder, hand held mics, token contribution to camera man.
IEC/BCC items – reproduction	300.00	Copying services, paper, dvds
SUBTOTAL	1800.00	
4. 4 Whole day workshops		
Venue Rental	200.00	4 venues at \$ 50 Each

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Refreshments	700.00	Refreshments for approximately 30 persons by 4 days at \$5 per person per day.
Workshop facilitators	1200.00	2 sessions per day by 4 days by \$150.00 per session
Participant transportation	700.00	\$ 5 per person by 4 days by 35 persons
SUBTOTAL	2800.00	
5 FOLLOW-UP ACTIVITIES		
Site visits etc.	In kind	Follow-up activities and additional support
GRAND TOTAL	5200.00	

SAMPLE WORKPLAN

WORK PLAN FOR THE “Capacity Building for Youth Groups” Project

SUBMITTED BY Clifton D. Nedd
Youth Empowerment Foundation of Grenada

DATES:	ACTIVITY:	BUDGET (US\$):
<u>October 2007</u> 8 th	Formation of the steering committee from among YEF members and planning meeting	
10, 12, 15, 17	Group visits	600
<u>October 15-30th 2007</u>	Procurement of workshop materials et al	1800
<u>November 2007</u> 3, 10, 17, 24	Training Workshops	2800
<u>December 15</u>	Submission of report to YV	In kind
<u>Ongoing after</u> <u>December 15th</u>	Follow-up and continued engagement with the groups	In kind