

MEMORANDUM OF UNDERSTANDING

for project implementation

Between

PARLAMERICAS

incorporated pursuant to the Canada Not-for-Profit Corporations Act

And

CARIBBEAN INSTITUTE FOR WOMEN IN LEADERSHIP

hereinafter referred to as "**CIWiL**"

(hereinafter referred to collectively as "**the Parties**"):

This Memorandum of Understanding (MoU) broadly defines how ParlAmericas and CIWiL will collaborate to implement a project in the Anglophone Caribbean to strengthen women's leadership and the organizational capacities of CIWiL (hereinafter referred to as "the Project").

This Project forms part of a larger ParlAmericas Initiative financed by the Government of Canada: *Promoting Women's Political Leadership in Latin American and the Caribbean* (hereinafter referred to as "Donor Agreement").

This MoU is being adopted in the context of guiding principles and objectives that are shared by ParlAmericas and CIWiL to strengthen gender equality and women's political leadership.

1. NATURE OF THE MEMORANDUM

- 1.1 ParlAmericas and CIWiL agree to work collaboratively and to the best of their abilities in order to achieve Results that are outlined in Section 2 of this MoU, as well as the "Overview of Project Objectives, Beneficiaries and Activity Categories" (Appendix A);
- 1.2 The effective date of this MoU is the date of its signature and it will remain in effect for the duration of the Project, subject to terms and conditions negotiated between ParlAmericas and the Government of Canada, including rights reserved by the Government of Canada to modify or terminate its financial contribution to the Project;¹
- 1.3 No provisions of this MoU with financial implications will come into effect until ParlAmericas has signed the Donor Agreement.

¹ The current anticipated duration of the project is 3 years.

2. PROJECT OBJECTIVES AND BENEFICIARIES

- 2.1 ParlAmericas has designed the Project on the basis of consultations held with the Board of Directors of CIWiL and other key stakeholders in March 2017 through February 2018, and on the basis of parameters requested by the Government of Canada (hereinafter referred to as "the Donor");
- 2.2 The Donor has communicated its intent to provide financial support to the Project in accordance with the Project's intended Results and Targets;
- 2.3 The Project will advance gender equality and political leadership of women and girls by achieving the following Results (or Intermediate Outcomes):
- *Intermediate Outcome 1*: Improving the management and sustainability of CIWiL and its national chapters²;
 - *Intermediate Outcome 2*: Enhanced delivery of Activities with, and by, CIWiL and its chapters to promote, and support enabling environments for, women's political leadership in the Anglophone Caribbean;³
- 2.3.1 The Parties will achieve Intermediate Outcome 1 through Activities that will be designed, implemented, monitored, and demonstratively evaluated to increase the skills, knowledge and performance of the following target beneficiaries:
- Permanent staff, board members, and volunteers of CIWiL and its chapters;
- 2.3.2 The Parties will achieve Intermediate Outcome 2 through Activities that will be designed, implemented, monitored, and demonstratively evaluated to increase skills, knowledge and/or civic engagement of the following target beneficiaries:
- Permanent staff, board members, and volunteers of CIWiL and its chapters;
 - Prospective and nominated women candidates, campaign officials and local women's organizations that form part of their support networks;
 - Emerging generations of young women leaders (aged 16 to 30) and the local organizations and mentors that form part of their support networks;
 - Other women's organizations that form part of collective efforts to strengthen conditions for women's political leadership;
 - Young girls and boys (aged 4-11).

² This should be understood to reflect how CIWiL organizes itself to deliver activities at national and local levels. During consultations that informed the project proposal, CIWiL was updating its governance documents and exploring options related to the establishment of national chapters.

³ Activities supported through the project will focus on countries that are eligible for official development assistance under the OECD DAC (2018 List). These can include Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Suriname.

3. MANAGEMENT OF THE PROJECT

- 3.1 The Project will be implemented by ParlAmericas in partnership with CIWiL and with targeted support from other women's organizations and strategic stakeholders, including national parliaments.
- 3.2 A Steering Committee will be established at the outset of the Project between ParlAmericas and the Board of Directors of CIWiL to oversee and ensure mutual accountability for the achievement of the Project;
- 3.3 The Steering Committee will develop/revise human resource and administration policies at the beginning of the Project. On these bases, the Steering Committee will recruit and hire local personnel (hereinafter referred to as "CIWiL Secretariat staff") and arrange for the establishment of an office (hereinafter referred to as the "CIWiL Secretariat") that can be sustainably maintained beyond the duration of the Project.

4. RESPONSIBILITIES OF PARLAMERICAS:

ParlAmericas will be responsible for the financial management and overall coordination and oversight of the Project in compliance with requirements of the Donor Agreement. Responsibilities of ParlAmericas will include:

- 4.1 Strategic leadership related to the planning and implementation of the Project, and oversight to ensure that its intended Results are achieved, in collaboration with CIWiL and in accordance with the Donor Agreement;
- 4.2 Regular progress reporting to the Donor, on the basis of Activity evaluations, impact assessments, and annual work plans prepared by the CIWiL Secretariat;
- 4.3 Receiving, managing, disbursing, and accounting for all funds in accordance with the Donor Agreement. This includes responsibility for budget, cash flow and cost management through direct oversight and authorization of expenditures for the delivery of Project Activities based on budget projections submitted by the CIWiL Secretariat; and for preparing quarterly financial statements and reports to the Donor on the basis of itemized financial records maintained by the CIWiL Secretariat;
- 4.4 Maintaining effective risk management and mitigation, in collaboration with the CIWiL Board of Directors and Secretariat staff;
- 4.5 Assigning a ParlAmericas Project Manager to work with CIWiL Secretariat staff and serve as their primary contact at ParlAmericas on a day-to-day basis under the Project;
- 4.6 Hiring and managing of sub-contracted technical advisors, as allowed for by the Project budget, to provide short-term specialized services – including through other civil society organizations – to help deliver Project Activities;

- 4.7 Maintaining open communications about Project management with the CIWiL Board of Directors and informing its members of unforeseen circumstances that could affect the Project's implementation;
- 4.8 Establishing and ensuring compliance with safety and security, environmental sustainability, and anti-corruption protocols in accordance with the Donor Agreement.

5. RESPONSIBILITIES OF THE PARLAMERICAS-CIWiL PROJECT STEERING COMMITTEE:

A steering committee that convenes representatives from ParlAmericas and the Board of Directors of CIWiL will be formed and will meet virtually on at least a monthly basis.

Responsibilities of the ParlAmericas-CIWiL Project Steering Committee will include:

- 5.1 Developing a Project Implementation Plan, in accordance to provisions in the Donor Agreement. This will be informed by needs assessment meetings and/or conference calls at the outset of the Project;
- 5.2 Developing a Baseline Report, through questionnaires to beneficiaries of past CIWiL activities, reviews of organizational documentation and assessments of data collected;
- 5.3 Developing or adjusting human resource policies and procedures in accordance with the Donor Agreement, and a staffing plan for the CIWiL Secretariat that can be sustained beyond the duration of the Project in alignment with its Targets and intended Results;
- 5.4 Developing or adjusting financial administration policies and procedures for the CIWiL Secretariat in accordance with the Donor Agreement;
- 5.5 Identifying an office location and space that can be sustained beyond the duration of the Project, and administering the procurement of appropriate equipment, furniture and ICT services;
- 5.6 Recruiting and hiring the CIWiL Secretariat staff;
- 5.7 Directly contributing to the preparation and execution of a Fund Diversification Strategy to ensure that the staffing and work of the CIWiL Secretariat can be sustained beyond the duration of the Project;
- 5.8 Advising on, and approving annual work plans developed by the CIWiL Secretariat;
- 5.9 Providing strategic technical support and oversight of CIWiL Secretariat staff – including through performance reviews in accordance with the Donor Agreement;
- 5.10 Establishing sub-committees to directly support and advise CIWiL Secretariat

staff and/or specialized sub-contracted technical advisors with conceptualization, drafting/revision, and quality assurance of strategy documents, training and leadership curricula, and related organizational strengthening deliverables;

- 5.11 Participating in regular conference calls and periodic in-person capacity-building working sessions and coordination meetings;
- 5.12 Approving decisions about regional and national partnerships established in the context of the Project, and ensuring that they are managed effectively and transparently, taking into consideration reputational risks for each Party;
- 5.13 Ensuring that actions of CIWiL Secretariat staff, volunteers and other contributors to Project Activities are in compliance with security, human resource, financial and other policies and protocols in accordance with the Donor Agreement, and taking corrective action when deemed appropriate.

6. RESPONSIBILITIES OF THE CIWiL SECRETARIAT:

A small staffed office will be established and resourced under the Project, and supported by the ParlAmericas-CIWiL Project Steering Committee.

Responsibilities of the CIWiL Secretariat will include:

- 6.1 Planning and delivering all Project Activities;
- 6.2 Administering authorized expenditures on behalf of the Project in compliance with financial and procurement management policies and procedures required under the Donor Agreement;
- 6.3 Engaging other women's organizations and networks, as well as emerging women political leaders, parliaments and other strategic stakeholders in Project Activities; and ensuring that these engagements are carried out in a way that meets the Project's participation targets;
- 6.4 Conducting follow-ups with beneficiaries of Activities to evaluate their impacts;
- 6.5 Directly supporting, coaching and overseeing volunteers from national chapters in cases where they contribute to the planning, delivery and/or monitoring and evaluation of Project activities to ensure that intended results are achieved and that Project management policies and procedures are properly applied;
- 6.6 Preparing financial and narrative reports, impact assessments, work plans, budget projections, security protocols, media mention tracking, stakeholder communications, lesson learned reports, strategic plans and other documents related to Project Activities under the CIWiL Secretariat's responsibility;
- 6.7 Implementing a Fund Diversification Strategy established under the Project to ensure sustainability of operations beyond the duration of the Project;

- 6.8 Maintaining time-sheets and participating in performance reviews in accordance with the Donor Agreement;
- 6.9 Collaborating with ParlAmericas on the preparation of activity-specific safety and security strategies and protocols;
- 6.10 Ensuring compliance with safety and security, environmental sustainability, and anti-corruption protocols in accordance with the Donor Agreement.

7. FINANCIAL MANAGEMENT

- 7.1 ParlAmericas will be responsible for the disbursement of funds related to the Project in accordance with the financial terms of the Donor Agreement;
- 7.2 No Project expense can be incurred without the prior approval of ParlAmericas;
- 7.3 All Project funds transferred to CIWiL to administer authorized expenditures on behalf of the Project must be fully reconciled in compliance with financial and procurement management policies and procedures required under the Donor Agreement;
- 7.4 No clauses of this MoU shall constitute a financial obligation by ParlAmericas to CIWiL for any Activity or purpose beyond the scope of the Project and as provided for under the Donor Agreement.

8. CONFIDENTIALITY, DATA PROTECTION, AND COMMUNICATION:

- 8.1 The Parties agree that during the term of this MoU and at any time thereafter, they will not disclose, except with prior and specific authorization, to any person, or entity any information concerning the business or affairs of any member of the Partnership, which they may acquire in the course of this Project. This does not apply to information that must be disclosed to the Donor under the conditions of the Donor Agreement;
- 8.2 The Parties agree that they will not, except with prior and written authorization, offer any person or organization that is not a member of this MoU, any sensitive or strategic information or opinions regarding the Project. This does not apply to resources developed under the Project to strengthen the organizational capacity of CIWiL and other Project beneficiaries. These resources will be widely distributed per requirements of the Donor Agreement to benefit like-minded organizations that form part of collective efforts to strengthen women's leadership across the Caribbean;
- 8.3 The Parties agree to keep one another informed of requests for information about the Project from persons or organizations that are not a member of this MoU and to respond in a coordinated and timely manner;
- 8.4 The Parties will establish other communications principles, including segmenting of audiences (e.g. different strategies for different categories of external actors),

taking into consideration reputational risks for each Party, and any requirements relating to communications about the project defined in the Donor Agreement;

- 8.5 The Parties agree to seek approval before using the logo of each respective organization.

9: SAFETY & SECURITY

- 9.1 The Parties commit to working together to ensure the safety and security of all staff, volunteers and beneficiaries involved in the Project by developing activity-specific security assessments, strategies and protocols.

10: GENERAL CONDITIONS

- 10.1 Amendments to this MoU must be made in writing and signed by both Parties;
- 10.2 Any Party wishing to withdraw from this Agreement can do so in writing with a period of 30 days of notice;
- 10.3 In the case of withdrawal from this Agreement, effective the date that notice is received, only pre-authorized expenses directly related to the orderly termination of the Project shall be reimbursable to CIWIL in accordance with the Donor Agreement;
- 10.4 The Parties indemnify and hold harmless one another from any and all claims arising from claims against either of the Parties for injuries to third parties or for professional malfeasance.

11: DISPUTE SETTLEMENT

It is the intention of the Parties to resolve all disputes amicably, and by negotiation. Prior to invoking arbitration procedures, the Parties shall bring any dispute first to the individual signatories of this MoU on behalf of their organizations, or their designated successors.

Any dispute that may arise over the interpretation or application of this MoU that cannot be settled amicably between the Parties shall be submitted to an arbitration process mutually agreed to by both Parties. The Parties agree that any arbitration decision shall be final and binding.

12: APPLICABLE LAWS

This Memorandum shall be governed by and construed in accordance with the laws in force in the Province of Ontario, Canada.

13: DECLARATIONS AND GUARANTEES

The Donor Agreement requires all Parties that contribute to the Project to comply with the following Declarations and Guarantees:

13.1 Non-Corrupt Practices:

The Parties represent and warrant that they have not and will not, nor has or will any person on their behalf, offer or promise to any official or political party in any country, a bribe, gift or other inducement for, or with a view to obtaining or retaining business for the Parties.

The Parties declare and guarantee that none of their presiding officers or employees has been convicted by a court of law for an offence involving bribery or corruption or; are under sanction, for an offence involving bribery or corruption.

13.2 Anti-Terrorism Declaration

The Parties declare and guarantee that any expenditure that they administer under the Project will not be purposely used directly or indirectly to fund terrorist groups (nor members of those groups) as defined in the Criminal Code of Canada.

13.3 International Sanctions

The Parties declare and guarantee that any expenditure that they administer under the Project will not be purposely used directly or indirectly for, or to do business with countries or persons with economic sanctions imposed by the Government of Canada.

Details relevant to the sanctions can be found at the following website:

<http://www.international.gc.ca/sanctions/index.aspx?lang=eng>

In witness whereof, the Parties have signed the Memorandum of Understanding:


Alisha Todd
Director General
ParlAmericas

Nov 20, 2018
Date


Lady A. Anande Trotman-Joseph
President
Caribbean Institute for Women in Leadership
(CIWiL)

20.11.18
Date

Note: A logic model is an illustration of the main changes that are expected to occur as a result of the project. It depicts anticipated connections between planned groupings of activities, and immediate and intermediate outcomes that the project aims to achieve.

- **Immediate Outcomes** are changes in skills, knowledge or access that are expected to directly result from related activities.
- **Intermediate Outcomes** are changes in practices or performance that are expected to result from the achievement of their related Immediate Outcomes.

Pillar 1: Improve the Management and Sustainability of CIWiL and its Chapters

INTERMEDIATE OUTCOMES	1 –Management and sustainability of CIWiL and its chapters ⁴ will be improved	
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IMMEDIATE (SHORT TERM) OUTCOMES	1.1 –Persons contributing to CIWiL and its chapters⁵ will acquire improved abilities and knowledge in relation to: • operations management; • financial/procurement management; and • human resource/volunteer management	1.2 – Persons contributing to CIWiL and its chapters will acquire improved abilities and knowledge in relation to: • fund diversification; • results-based management;⁶ • and strategic planning
↑		
GROUPINGS OF ACTIVITIES	1.1.1 – [Commencing YR 1] CIWiL Secretariat will be established: • Arrangements will be made to furnish and sustainably maintain a permanent office; • Human resource policies, procedures and tools will be developed; • Staff will be recruited, hired and trained; their performance will be reviewed on regular basis 1.1.2 – [Commencing YR 1] Processes and tools will be developed and coaching will be provided to support coordinated management of volunteers and other resources between the CIWiL Secretariat and chapters or partner organizations at the national-level 1.1.3 – [Throughout project] Policies, procedures and tools will be developed and coaching will be provided to ensure that the financial management practices of the CIWiL Secretariat align with donor requirements	1.2.1 – [Commencing in YR 2] Tools will be developed and coaching will be provided to assist the CIWiL Secretariat and Board of Directors in fund-raising and fund diversification 1.2.2 – [Throughout project] Processes and tools will be developed and coaching will be provided to assist the CIWiL Secretariat and Board of Directors with the: • Preparation of budgeted work plans; • Application of results-based monitoring, evaluation and reporting practices; • Preparation of a multi-year strategic plan [Commencing in YR 2]

⁴ This should be understood to reflect how CIWiL organizes itself to deliver activities at national and local levels. During consultations that informed the project proposal, CIWiL was updating its governance documents and exploring options related to the formation of national chapters.

⁵ This includes CIWiL Secretariat staff, board members, and volunteers at a national and regional level that contribute to the operation of CIWiL as an organization and to the delivery of its activities.

⁶ Results based management is a strategy applied across the lifecycle (e.g. from the design and planning, through to the delivery, monitoring, evaluation and reporting) of an activity that continually focuses on achieving measurable results. It involves defining realistic expected results based on appropriate analyses; clearly identifying beneficiaries and designing activities to meet their needs within a defined budget; monitoring progress towards results with the use of appropriate indicators and by undertaking follow-up evaluations with beneficiaries; preparing evidence-based reports on results achieved; and applying lessons learned to further improve the effectiveness of subsequent similar activities.

Pillar 2: Improve Delivery of Activities to Promote and Support Enabling Conditions for Leadership by Women and Girls

INTERMEDIATE OUTCOMES	2 – Delivery of activities to promote and support enabling conditions for leadership by women and girls, will be enhanced	
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IMMEDIATE (SHORT TERM) OUTCOMES	2.1- Persons contributing to CIWiL⁷ and other women's organizations will acquire strengthened understanding and access to documentation about: • impacts and lessons learned from past activities; • new strategies, practices, and tools to promote women's and girls' leadership	2.2- Persons contributing to CIWiL and other women's organizations will acquire improved abilities relating to: • communications and advocacy; • coordination with strategic stakeholder groups and institutions⁸; and the • engagement and leadership training of emerging generations of young women
↑		
GROUPINGS OF ACTIVITIES	2.1.1 – [Throughout project] CIWiL Secretariat and Board of Directors will administer questionnaires with participants of training activities; and evaluate their impacts and lessons learned 2.1.2 - [Commencing in YR 2] CIWiL Secretariat will contribute to the development, and implement outreach activities to distribute a: • Manual with guidelines and tools for peer mentorship of women leaders; • Children's book containing positive examples of women in positions of political leadership 2.1.3 – [Commencing YR 1] CIWiL Secretariat will deliver activities to encourage and support women in pursuing electoral candidacies • Training curricula and materials will be developed and/or updated with support from a consultant – and distributed online for use by women candidates and their support networks; • Training of trainers will be conducted to socialize use of training curricula/materials at a local level (by chapters and other women's organizations); • Trainings will be implemented with at least 250 participants (prospective women candidates and their support networks) in at least 5 countries by CIWiL chapters or in coordination with national-level partner organizations	2.2.1 – [Commencing YR 2] CIWiL Secretariat will develop and distribute tools to support effective communication and advocacy in support of women's and girls' leadership: • Workshop on communications and advocacy to promote women's and girls' leadership will be implemented with support from a consultant, as needed; • CIWiL Secretariat will develop a communications and advocacy strategy that complements efforts of likeminded women's organizations in the Caribbean • CIWiL Secretariat will develop and distribute tools and resources to support coordinated advocacy and communication to promote of leadership by women and girls 2.2.2 – [Applied throughout project] Opportunities to exchange ideas and practices with women's organizations in other countries (ex: through attendance of regional conferences) will be identified over the course of the project 2.2.3 – [Commencing in YR 1] CIWiL Secretariat will design and implement a leadership training initiative for young women in at least 4 countries in collaboration with key national stakeholder groups and institutions, including parliaments

⁷ This includes CIWiL Secretariat staff, board members, and volunteers at a national and regional level that contribute to the operation of CIWiL as an organization and to the delivery of its activities.

⁸ Examples include national parliaments and other civil society organizations working to strengthen conditions for leadership by women and girls in different countries of the Anglophone Caribbean.

APPENDIX B: OVERVIEW OF PROJECT OBJECTIVES, ACTIVITY CATEGORIES AND PRELIMINARY TIMELINES

Note: This overview builds on a "Project Update" memo distributed the CIWiL Board of Directors on February 1, 2018

Project Objectives: The project will advance gender equality and political leadership of women and girls by:

1. Improving the management and sustainability of CIWiL and its chapters;
2. Enhancing delivery of activities to promote and support enabling conditions for leadership by women and girls in the Anglophone Caribbean

Beneficiaries: Several categories of beneficiaries will be positively impacted as a result of Project activities that improve the sustainability and management CIWiL and its chapters, and enhance delivery of programming (by CIWiL and by other women's organizations) to promote and support enabling conditions for leadership by women and girls:

- Staff person(s), board members, advisors (including active and former parliamentarians), and volunteers that contribute to the operation of CIWiL (including through chapters) will benefit from project activities by acquiring increased abilities, knowledge and/or understanding relating to:
 - Operational, financial and human resource/volunteer management (1.1)
 - Fund diversification, strategic planning, and results-based management (1.2)
 - Effective strategies, practices and tools to promote leadership by women and girls (2.1)
 - Communications, advocacy, coordination with strategic stakeholders, and engagement of emerging generations to strengthen conditions for leadership by women and girls (2.2)
- Representatives from other women's organizations across the Anglophone Caribbean will also benefit from:
 - Participation in organizational strengthening workshops conducted by and with CIWiL, and the distribution of corresponding curricula, resources and tools developed under the project (1.1/1.2)
 - Collaborating with CIWiL in the delivery of training initiatives with emerging generations of young women leaders (2.1/2.2); and
 - Having their members access trainings delivered under the project (with candidates, emerging women leaders, etc) and their related resources and tools, thereby strengthening capacities across the women's movement to promote and advocate for women's political leadership (2.1/2.2)
- Prospective and nominated women candidates, campaign officials, and women's groups that form part of their support networks will benefit from:
 - Participation in multi-partisan trainings delivered by CIWiL chapters and/or partner organizations, and by accessing related curricula, resources and tools developed under the Project (2.1)
- Young women aged 16 to 30 will benefit from:
 - Participation in a multi-stakeholder leadership training initiative implemented under the project (2.2); and from access to corresponding mentorship services and tools (2.1) provided through CIWiL's extended network of contributors and partners;
- (Starting in Project YR 2): Boys and girls, aged 4 to 11 will also benefit from:
 - Exposure to positive examples of women in positions of political leadership by accessing a children's book that will be created under the Project (2.1), and distributed through community outreach efforts by CIWiL and its chapters and/or partner organizations

Implementation: Project activities will be implemented by the CIWiL Secretariat (to be established under the Project) with support from a ParlAmericas Project Manager and from a Steering Committee formed with the CIWiL Board of Directors. Where needed, the Project will also draw support from strategic partners, including other women's groups and parliaments of the countries in which activities are delivered. Certain specialized services (ex: website development; and delivery of trainings with the CIWiL Secretariat and Board of Directors on topics like fund diversification) will also be provided by sub-contracted technical advisors, as allowed for by the Project budget.

Coordination with Inter-American Taskforce on Women's Empowerment and Leadership: Outcomes from the project will be communicated through the Inter-American Task Force on Women's Empowerment and Leadership (in addition to the Project Donor), as part of coordinated efforts by ParlAmericas, CIWiL and other member institutions of the Taskforce to improve conditions for women's leadership in the hemisphere.

Update on Donor Agreement: This Project forms part of a larger ParlAmericas Initiative: *Promoting Women's Political Leadership in Latin America and the Caribbean* and is based on a proposal submitted in December 2017 that balanced donor-defined requirements with institutional strengthening priorities communicated over a series of conference calls and meetings with representatives from the CIWiL Board of Directors, as well as other women's organizations across the hemisphere. The Government of Canada communicated its intention to finance this hemispheric initiative in June 2018. The details of the Donor Agreement are now being negotiated between ParlAmericas and the Government of Canada – with an expected kick-off in November 2018. In the meantime, ParlAmericas seeks to formalize this *Memorandum of Understanding for the Implementation of the Project* and to establish a Steering Committee with the CIWiL Board of Directors to coordinate a smooth start for Project operations and to prepare initial required deliverables.

Proposed Timeline of Activities in Project YR 1:

Preparation for Project Commencement: September-December 2018:

The following preparations will be undertaken between ParlAmericas and the CIWiL Board of Directors in September to December 2018 prior to the commencement of the Project (***note:** resourcing will be provided over the duration of the Project to establish a staffed CIWiL Secretariat for the implementation of Project activities; however no expenditures can be incurred before the signing of the Donor Agreement, and without the prior approval of ParlAmericas).

- Preparation and signature of *Memorandum of Understanding for Project Implementation* (a virtual meeting of the Board of Directors has been scheduled on October 9 2018);
- Establishment of Project Steering Committee between ParlAmericas and the CIWiL Board of Directors;
- Arrangements for the hosting of an office for the CIWiL Secretariat with a partner institution in the Caribbean;
- Compilation of existing CIWiL institutional documentation (internal regulations, policies, procedures, audited statements, etc.), to determine what needs to be developed or adapted at the outset of the Project per donor requirements;
- Mapping and review of activities being planned by CIWiL with other partners externally from this Project to identify opportunities for complementary and potential up-scaling where appropriate;
- Review of CIWiL approach to training and identification of topics for curricula development/adaptation under the Project;
- Planning of recruitment process, Terms of Reference, contracts, and other arrangements to hire staff person(s);
- Preparation of communications/stakeholder outreach strategy related to regional announcement of the Project
- Mapping out and administration of impact/evaluation needs assessment questionnaires with past beneficiaries; of CIWiL activities and other relevant stakeholders/organizations working to strengthen conditions for women's political leadership in the Anglophone Caribbean;

- Project Kick-Off Meeting / Working Session with the CIWiL Board of Directors (semi-virtual) on November 18 or 20, implemented in conjunction to Meeting of Women Parliamentarians on November 19, and UWI-UN Women conference on November 21-23 (cost managed through ParlAmericas' hemispheric project with parliaments)

Fiscal Period: January-March 2019

- Establish/update financial, procurement, human resource and operational management procedures and policies to ensure that these comply with requirements of the Donor Agreement; develop related written guidelines and tools; and engage in virtual sessions about these topics; as needed (1.1.1 / 1.1.3)
- Establish/update activity planning/budgeting and monitoring/evaluation processes to ensure that these comply with requirements of the Donor Agreement; develop related written guidelines and tools; and engage in virtual sessions about these topics, as needed (1.2.2)
- Recruit, hire and on-board the project's lead staff person (Position Title TBC) in the CIWiL Secretariat (1.1.1)
- Formalize hosting arrangements and procure furnishings/equipment, as needed, for permanent office that can be sustained beyond the duration of the project (1.1.1)

- Conceptualize and develop a budgeted work plan for a national-level leadership training initiative⁹ with young women aged 16 to 30, that includes targets and indicators for performance measurement (2.1.3)
- Update and adapt curricula and tools from the Transformational Leadership Training Institute Programme for Young Women for use in the national-level leadership training initiative (2.1.3)
- Establish a national-level advisory committee to assist with national-level preparation of the leadership training initiative (2.1.3)
- Develop/re-launch a basic institutional website for CIWiL (2.2.1)

Fiscal Period: April-June 2019

- Recruit, hire and on-board additional staff person(s) for the CIWiL Secretariat (1.1.1)
- Engage in strategic planning session, with assistance from a facilitator, to consider prospective models for the strengthening of CIWiL as a network - e.g. through a focus on effective practices for establishing chapters or partnerships with other organizations pursuing common objectives for decentralized delivery of services (1.1.2)

- Implement a leadership training initiative for emerging women leaders (suggested pilot country: St. Lucia – can potentially be timed in proximity to the next CARICOM Heads of Government Meeting in St. Lucia in July) (2.2.3)
- Administer questionnaires/follow-up interviews with beneficiaries of leadership training initiative, prepare an

⁹ Leadership initiatives will be designed to equip and inspire emerging generations of women leaders to overcome normative and intersectional biases that discourage them from considering political careers. They will notably include a multi-day training activity organized with the national parliament and key stakeholder groups (including other women's organizations) in each country where the initiative is implemented at which young women will have an opportunity to address political leaders, and make commitments to community service actions that multiply learning generated through the initiative's skills training component.

impact assessment, and update training curricula and tools based on lessons learned (2.1.1)

- Develop work plan for next phase of project with activity-level indicators and performance targets (1.2.2)

Fiscal Period: July-September 2019

- Develop manuals, guidelines and/or tools to support the application of key practices prioritized in the strategic planning session (1.1.2)
- Develop and implement tools for monitoring and evaluation of candidate training sessions (1.2.2)

- Develop/update training curricula and tools for women candidates and their support networks with assistance from a technical advisor (2.1.3)
- Prepare and implement a training session with prospective or nominated women candidates and their support networks in Dominica (2.1.3)
- Develop a budgeted work plan for a 2nd leadership training initiative¹⁰ with young women aged 16 to 30 (in a 2nd country), and establish a national-level advisory committee to assist with its preparation (2.2.3)

¹⁰ Leadership initiatives will be designed to equip and inspire emerging generations of women leaders to overcome normative and intersectional biases that discourage them from considering political careers. They will notably include a multi-day training activity organized with the national parliament and key stakeholder groups (including other women's organizations) in each country where the initiative is implemented at which young women will have an opportunity to address political leaders, and make commitments to community service actions that multiply learning generated through the initiative's skills training component.