GOVERNMENT OF GRENADA
MINISTRY OF FINANCE, PLANNING, ECONOMIC DEVELOPMENT, ENERGY,
FOREIGN TRADE AND CO-OPERATIVES

OECS (GRENADA) SKILLS FOR INCLUSIVE GROWTH PROJECT
WORLD BANK CREDIT NO. 4534

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
Audit of the resources managed during the year ended 31st December, 2013 by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy, Foreign Trade and Co-operatives under the OECS (Grenada) Skills for Inclusive Growth Project, financed by World Bank Credit No. 4534

TABLE OF CONTENTS

SUMMARY OF ACTIVITIES ................................................................. 2 to 5

AUDITORS' REPORT ON:

FINANCIAL STATEMENTS ......................................................... 6

STATEMENT OF PROJECT SOURCES AND USES OF FUNDS
BY DISBURSEMENT CATEGORY .................................................. 7

USES OF FUNDS BY PROJECT ACTIVITIES .................................. 8 - 13

STATEMENT OF CASH WITHDRAWALS (DISBURSEMENT) ............. 14

DESIGNATED ACCOUNT STATEMENT .......................................... 15

STATEMENT OF APPLICATION FOR WITHDRAWALS ................. 16

NOTES TO THE FINANCIAL STATEMENTS .................................... 17 to 30

AUDITORS' REPORT ON:

INTERNAL CONTROLS .................................................................. 31
COMPLIANCE WITH AGREEMENT TERMS AND APPLICABLE LAWS
AND REGULATIONS ..................................................................... 32
PROJECT EXPENDITURE ......................................................... 33
DESIGNATED ACCOUNT ........................................................... 34
REQUEST FOR REIMBURSEMENT ................................................ 35
Audit of the resources managed during the year ended 31st December, 2013 by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy, Foreign Trade and Co-operatives under the OECS (Grenada) Skills for Inclusive Growth Project financed by World Bank Credit No. 4534

Summary of Activities
For the year ended 31st December, 2013
(Expressed in Eastern Caribbean Currency Dollars)

AUDIT OBJECTIVES

The overall objective of this audit was to express a professional opinion on the financial position of the project at the end of the period audited.

The specific objectives of the audit were to determine whether:

(a) The Project's financial statements present fairly, in all material respects, the funds received and the disbursements made during the period audited, as well as the cumulative investments at the end of the period, in accordance with the requirements of the credit agreement.

(b) The Project Coordination Unit complied with the terms and conditions of the grant agreement and applicable laws and regulations.

(c) The expenditure reported under uses of funds by project activities, and included in the Financial Monitoring Reports, and Statement of Expenditures (SOEs), is eligible for financing.

(d) Project funds have been used solely for the purpose of the project as stipulated in the grant agreement; and

(e) The structure of internal control of the Project Coordination Unit was adequate to manage the project's activities.

(f) The supplementary financial information for the project is fairly presented, in all material respects.

The objectives of the audit of the Designated Account were to determine whether:

(a) The Designated Account Statement is fairly presented.

(b) Disbursements from the Designated Account were in accordance with the grant agreement.

(c) The statement fairly reflects the activities of the Designated Account.

(d) Funds withdrawn were used solely for the purposes of the project.
Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy,
Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Summary of Activities
For the year ended 31st December, 2013
(Expressed in Eastern Caribbean Currency Dollars)
(continued)

BACKGROUND

On 19th March, 2009 the Government of Grenada entered into a grant agreement with the
International Bank for Reconstruction and Development (IBRD) to finance the cost of the OECS
(Grenada) Skills for Inclusive Growth Project. The estimated cost of the project is US$4,481,010.

OBJECTIVES

The objective of the project is to assist Grenada in improving the employability of youth through
public/private sector partnerships for technical and life skills training that is demand driven.
Audit of the resources managed during the year ended 31st December, 2013 by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy, Foreign Trade and Co-operatives under the OECS (Grenada) Skills for Inclusive Growth Project, financed by World Bank Credit No. 4534

Summary of Activities
For the year ended 31st December, 2013
(Expressed in Eastern Caribbean Currency Dollars)
(continued)

SCOPE OF AUDIT AND AUDIT PROCEDURES

The audit covered the year 1st January, 2013 to 31st December, 2013 and was performed in accordance with International Standards on Auditing.

The audit included the following procedures:

- Review of the documentation and evaluation of the accounting system in order to assess its adequacy in forming the basis for the preparation of the financial statements.
- Performance of substantive tests on transactions for the period.
- Checked bank reconciliations for the period audited.
- Vouched payments made to bills, receipts, contracts and bank approvals.
- Examined returned cheques for authorized signatures.

Reviewed events occurring after the end of the period.

- Traced receipts to bank statements.

- Ensured the following:
  - Contracts were signed.
  - Quotations were received from three suppliers for operating expenditure purchases.
  - Project funds were used in accordance with financing agreements.
Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy,
Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Summary of Activities
For the year ended 31st December, 2013
(Expressed in Eastern Caribbean Currency Dollars)
(continued)

AUDIT RESULTS

The results of our audit procedures were sufficient to enable us to express the various opinions
stated in the enclosed reports.
Audit of the resources managed during the year ended 31st December, 2013 by the Project Coordination Unit in the Ministry of Finance, Planning, Economy, Energy, Foreign Trade and Co-operatives under the OECS (Grenada) Skills for Inclusive Growth Project, financed by World Bank Credit No. 4534

AUDITORS’ REPORT

We have examined the financial statements of the OECS (Grenada) Skills for Inclusive Growth Project for the year ended 31st December, 2013. These statements are the responsibility of the project’s management. Our responsibility is to express an opinion on the financial statements of the project based on our audit.

We conducted our audit in accordance with International Standards on Auditing. These standards require that we plan and perform the audit to obtain reasonable assurance as to whether the statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the Project financial statements referred to above, present fairly in all material respects, the financial position of the project, the funds received and disbursements made during the year audited, as well as the cumulative investments at the end of the year, in accordance with International Financial Reporting Standards and the requirements of the respective agreements with the Bank.

GRENADA:

June 12th, 2014

PKF

Accountants & business advisers:

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A. CGA (Mrs.)
## OECS (Grenada) Skills for Inclusive Growth Project

**World Bank Credit No. 4534**

**Sources and Uses of Funds**

For The Year Ended 31 December, 2013

(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Cash Receipts</th>
<th>Current Year</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Bank IDA Funds</td>
<td>4,194,845.02</td>
<td>8,581,475.67</td>
</tr>
<tr>
<td>Government Funds</td>
<td>720,000.00</td>
<td>1,402,314.00</td>
</tr>
<tr>
<td>Participating Firms</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Interest</td>
<td>13,226.65</td>
<td>24,621.14</td>
</tr>
<tr>
<td>Other Miscellaneous Income</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Financings</strong></td>
<td>4,928,071.57</td>
<td>10,008,410.81</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Less: Expenditures by Category</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0: Goods, works, consultants' services and Operating Costs for the Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods</td>
<td>180,017.09</td>
<td>282,290.20</td>
</tr>
<tr>
<td>Consultant Services</td>
<td>1,542,665.91</td>
<td>4,536,674.05</td>
</tr>
<tr>
<td>Non - Consultant Services</td>
<td>491,618.15</td>
<td>851,769.05</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>395,092.59</td>
<td>555,091.23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,809,993.74</td>
<td>6,225,816.13</td>
</tr>
</tbody>
</table>

| 2.0: Unit Cost of Training        |              |             |
| Life skills & Technical Training  | 1,513,145.80 | 2,524,800.00|
| Apprenticeship Stipend           | 528,080.00   | 528,080.00  |
| **Total**                         | 2,041,225.80 | 3,052,880.00|

| Total Expenditures                | 4,651,219.54 | 9,278,696.13 |

| Receipts less Expenditures        | 276,852.03   | 729,714.68   |
| Add: Foreign Exchange Difference  | -0.04        |             |
| **Net Change in Cash**            | 276,851.99   | 729,714.68   |

| Opening Cash Balances             |              |             |
| IDA Designated Account            | 429,142.34   |             |
| Project Chequing account          | 14,795.46    |             |
| Project Savings Account           | 8,924.86     |             |
| **Total Opening Cash**            | 452,822.66   |             |

| Net Available Cash                | 729,714.65   | 729,714.68   |

| Closing Cash balances             |              |             |
| IDA Designated Account            | 125,706.20   |             |
| Project Chequing Account          | 150,409.50   |             |
| Project Savings Account           | 453,901.93   |             |
| **Total Closing Cash Balances**   | 729,714.65   | 729,714.68   |

Exchange Rate: 1 USD = XCD2.6882
OECS (Grenada) Skills for Inclusive Growth Project  
World Bank Credit No. 4534  
Uses of Funds by Project Activity  
For The Year Ended 31 December 2013  
(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Project Component/ Activity</th>
<th>Current Year</th>
<th>Cumulative</th>
<th>PAD: Life of</th>
<th>PAD: Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Planned</td>
<td>Variance</td>
<td>Actual</td>
</tr>
<tr>
<td><strong>Component 1. Skills Training for Unemployed Youth</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Sensitization of Employers for Mentorship Role</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Consultancy to design mentorship module</td>
<td>17,473.00</td>
<td>20,000.00</td>
<td>2,527.00</td>
<td>43,818.00</td>
</tr>
<tr>
<td>2. Consultancy to deliver Mentorship Module</td>
<td>0.00</td>
<td>10,000.00</td>
<td>10,000.00</td>
<td>16,129.00</td>
</tr>
<tr>
<td>3. Workshop for Employers</td>
<td>3,360.00</td>
<td>3,000.00</td>
<td>-360.00</td>
<td>13,332.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>20,833.00</strong></td>
<td><strong>33,000.00</strong></td>
<td><strong>12,167.00</strong></td>
<td><strong>73,279.00</strong></td>
</tr>
<tr>
<td>B. Preparation and Selection of Youth Participants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Registration of Youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orientation and Training of 38 Field Officers</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>12,000.00</td>
</tr>
<tr>
<td>Orientation and Training for Guidance Counselors</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2,100.00</td>
</tr>
<tr>
<td>Training for Data Entry Personnel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Stipend for Data Entry Personnel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>Printing of Application/Registration Forms</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>21,600.00</strong></td>
</tr>
<tr>
<td>2. Orientation Sessions for Selected Youth Participants</td>
<td>1,686.00</td>
<td>2,000.00</td>
<td>314.00</td>
<td>11,390.74</td>
</tr>
<tr>
<td>C. Skills Training Delivery to Youth Participants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Pre-Service Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Skills Training</td>
<td>83,200.00</td>
<td>148,000.00</td>
<td>64,800.00</td>
<td>175,084.70</td>
</tr>
<tr>
<td>Stipend during Life Skills training</td>
<td>32,015.00</td>
<td>32,000.00</td>
<td>-15.00</td>
<td>148,601.30</td>
</tr>
<tr>
<td>Technical Training course</td>
<td>964,840.00</td>
<td>841,000.00</td>
<td>-123,840.00</td>
<td>1,484,823.10</td>
</tr>
<tr>
<td>Stipend during Technical Training Course</td>
<td>433,090.00</td>
<td>680,000.00</td>
<td>246,910.00</td>
<td>716,290.90</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>1,513,145.00</strong></td>
<td><strong>1,701,000.00</strong></td>
<td><strong>187,855.00</strong></td>
<td><strong>2,524,800.00</strong></td>
</tr>
<tr>
<td>2. Apprenticeship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stipend during Apprenticeship</td>
<td>528,080.00</td>
<td>877,000.00</td>
<td>348,920.00</td>
<td>528,080.00</td>
</tr>
<tr>
<td>3. Graduation/Recognition Ceremony</td>
<td>102,834.00</td>
<td>100,000.00</td>
<td>-2,834.00</td>
<td>129,023.83</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,166,578.00</strong></td>
<td><strong>2,713,000.00</strong></td>
<td><strong>546,422.00</strong></td>
<td><strong>3,266,573.57</strong></td>
</tr>
<tr>
<td>Component</td>
<td>Activity Description</td>
<td>Annual Budget</td>
<td>Variance</td>
<td>Variance %</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------</td>
<td>---------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>A.</td>
<td>Purchase of Licences for 3 sectors</td>
<td>10,000.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>B.</td>
<td>Purchase of Conference Materials</td>
<td>5,000.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>C.</td>
<td>Purchase of Travel Allowances for thinly populated areas</td>
<td>1,000.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>D.</td>
<td>Purchase of Equipment</td>
<td>2,000.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>E.</td>
<td>Total</td>
<td>19,000.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>Activity Description</th>
<th>Annual Budget</th>
<th>Variance</th>
<th>Variance %</th>
<th>Paid</th>
<th>Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Workshop for Training providers</td>
<td>25,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>25,000.00</td>
<td>0.00</td>
<td>25,000.00</td>
</tr>
<tr>
<td>B.</td>
<td>Workshop for workshop facilitators</td>
<td>15,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
</tr>
<tr>
<td>C.</td>
<td>Workshop for youth</td>
<td>10,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>0.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td>D.</td>
<td>Total</td>
<td>50,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>50,000.00</td>
<td>0.00</td>
<td>50,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>Activity Description</th>
<th>Annual Budget</th>
<th>Variance</th>
<th>Variance %</th>
<th>Paid</th>
<th>Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Validation of Standards by Industry Groups</td>
<td>20,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>20,000.00</td>
<td>0.00</td>
<td>20,000.00</td>
</tr>
<tr>
<td>B.</td>
<td>Consultancy/Education and Training for Industry Groups</td>
<td>15,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
</tr>
<tr>
<td>C.</td>
<td>Validation of Standards by Industry Groups</td>
<td>30,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>30,000.00</td>
<td>0.00</td>
<td>30,000.00</td>
</tr>
<tr>
<td>D.</td>
<td>Total</td>
<td>65,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>65,000.00</td>
<td>0.00</td>
<td>65,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>Activity Description</th>
<th>Annual Budget</th>
<th>Variance</th>
<th>Variance %</th>
<th>Paid</th>
<th>Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Workshop for workshop facilitators</td>
<td>15,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
</tr>
<tr>
<td>B.</td>
<td>Workshop for youth</td>
<td>10,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>0.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td>C.</td>
<td>Workshop for youth</td>
<td>10,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>0.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td>D.</td>
<td>Total</td>
<td>35,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>35,000.00</td>
<td>0.00</td>
<td>35,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>Activity Description</th>
<th>Annual Budget</th>
<th>Variance</th>
<th>Variance %</th>
<th>Paid</th>
<th>Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Validation of Standards by Industry Groups</td>
<td>20,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>20,000.00</td>
<td>0.00</td>
<td>20,000.00</td>
</tr>
<tr>
<td>B.</td>
<td>Consultancy/Education and Training for Industry Groups</td>
<td>15,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
</tr>
<tr>
<td>C.</td>
<td>Validation of Standards by Industry Groups</td>
<td>30,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>30,000.00</td>
<td>0.00</td>
<td>30,000.00</td>
</tr>
<tr>
<td>D.</td>
<td>Total</td>
<td>65,000.00</td>
<td>0.00</td>
<td>0.00</td>
<td>65,000.00</td>
<td>0.00</td>
<td>65,000.00</td>
</tr>
</tbody>
</table>
### OECS (Grenada) Skills for Inclusive Growth Project

**World Bank Credit No. 4534**

**Uses of Funds by Project Activity**

**For The Year Ended 31 December 2013**

(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Project Component/Activity</th>
<th>Current Year</th>
<th>Cumulative</th>
<th>PAD: Life of Project</th>
<th>PAD: Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Planned</td>
<td>Variance</td>
<td>Actual</td>
</tr>
<tr>
<td><strong>Component 3A: Institutional Strengthening</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Institutional Strengthening</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Technical Assistance to Strengthen the GCTVET &amp; NTA operations</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>9,385.98</td>
</tr>
<tr>
<td>Regional Consultancy for specific interventions</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Int'l Consultancies to build NTA's ability to manage QA/Accreditation systems</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>9,385.98</td>
</tr>
<tr>
<td>2. Training for TVET Instructors</td>
<td>210,449.18</td>
<td>200,000.00</td>
<td>-10,449.18</td>
<td>383,526.11</td>
</tr>
<tr>
<td>3. Training for TVET Instructors</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>4. Feasibility study on strengthening labor market coordination</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>5. Consulting firm for Labor Market Assessment</td>
<td>341,426.29</td>
<td>345,000.00</td>
<td>3,573.71</td>
<td>341,426.29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>851,875.47</td>
<td>545,000.00</td>
<td>-3,875.47</td>
<td>744,338.38</td>
</tr>
</tbody>
</table>
OECIS (Grenada) Skills for Inclusive Growth Project
World Bank Credit No. 4534
Uses of Funds by Project Activity
For The Year Ended 31 December 2013
(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Project Component Activity</th>
<th>Current Year</th>
<th>Cumulative</th>
<th>PAD/Life of Project</th>
<th>PAD/Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 32: Project Management and M&amp;E</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Formal Project Launch Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Project Launch Ceremony</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>2. Project Orientation Workshop</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>B. Establishment of the NTA - First year only</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Personnel for the NTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. NTA Chief Executive Officer</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>b. NTA Project Manager</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>c. NTA Quality Assurance Coordinator</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>d. NTA Standards and Planning Coordinator</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>e. NTA Training and Support Coordinator</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>f. NTA Clerk/Typist</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>g. M&amp;E</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>2. Office Furniture &amp; Equipment for NTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desks</td>
<td>8,502.30</td>
<td>10,000.00</td>
<td>1,497.10</td>
<td></td>
</tr>
<tr>
<td>Chairs</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Filing Cabinets</td>
<td>9,524.30</td>
<td>10,000.00</td>
<td>475.70</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>162,155.67</td>
<td>165,000.00</td>
<td>2,844.13</td>
<td></td>
</tr>
<tr>
<td>3. Computer Equipment for NTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computers</td>
<td>24,154.00</td>
<td>25,000.00</td>
<td>856.00</td>
<td></td>
</tr>
<tr>
<td>Laser Printer</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>24,154.00</td>
<td>25,000.00</td>
<td>856.00</td>
<td></td>
</tr>
<tr>
<td>C. Implementation of M&amp;E System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Hardware</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Server</td>
<td>13,000.00</td>
<td>13,000.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>b. Internet Access</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>13,000.00</td>
<td>13,000.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>2. Software</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Development of M&amp;E software</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>D. Project Management &amp; Operating Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Financial Audits</td>
<td>15,525.00</td>
<td>16,000.00</td>
<td>475.00</td>
<td></td>
</tr>
<tr>
<td>2. PCU Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Management</td>
<td>69,600.00</td>
<td>70,000.00</td>
<td>400.00</td>
<td></td>
</tr>
<tr>
<td>Procurement Officer</td>
<td>56,090.00</td>
<td>56,000.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>204,901.00</td>
<td>206,000.00</td>
<td>1,088.10</td>
<td></td>
</tr>
<tr>
<td>Total Investment Costs</td>
<td>516,095.44</td>
<td>570,000.00</td>
<td>51,904.56</td>
<td></td>
</tr>
</tbody>
</table>

PKF
## II. Recurrent Costs

### A. Establishment of the NTA - Years 2 to 4

<table>
<thead>
<tr>
<th>Project Component/Activity</th>
<th>Actual</th>
<th>Planned</th>
<th>Variance</th>
<th>Actual</th>
<th>Planned</th>
<th>Variance</th>
<th>PAD: Life of Project</th>
<th>PAD: Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>e. NTA Chief Executive Officer</td>
<td>92,849.00</td>
<td>60,000.00</td>
<td>-32,849.00</td>
<td>354,069.00</td>
<td>286,000.00</td>
<td>-68,069.00</td>
<td>225,806.00</td>
<td>321,300.00</td>
</tr>
<tr>
<td>f. NTA Project Manager</td>
<td>121,219.00</td>
<td>95,000.00</td>
<td>-26,219.00</td>
<td>408,319.00</td>
<td>322,000.00</td>
<td>-86,319.00</td>
<td>225,806.00</td>
<td>382,709.67</td>
</tr>
<tr>
<td>g. NTA Quality Assurance Coordinator</td>
<td>70,988.00</td>
<td>47,000.00</td>
<td>-23,988.00</td>
<td>244,248.20</td>
<td>197,000.00</td>
<td>-47,248.20</td>
<td>151,090.28</td>
<td>220,722.20</td>
</tr>
<tr>
<td>h. NTA Standards and Planning Coordinator</td>
<td>69,768.00</td>
<td>47,000.00</td>
<td>-22,768.00</td>
<td>241,261.00</td>
<td>197,000.00</td>
<td>-44,261.00</td>
<td>151,090.28</td>
<td>218,141.26</td>
</tr>
<tr>
<td>i. NTA Training and Support Coordinator</td>
<td>68,768.00</td>
<td>47,000.00</td>
<td>-21,768.00</td>
<td>245,479.75</td>
<td>195,000.00</td>
<td>-50,479.75</td>
<td>151,090.28</td>
<td>220,032.00</td>
</tr>
<tr>
<td>j. NTA Executive Assistant</td>
<td>33,192.00</td>
<td>22,000.00</td>
<td>-11,192.00</td>
<td>139,720.54</td>
<td>116,000.00</td>
<td>-23,720.54</td>
<td>118,260.54</td>
<td>127,531.48</td>
</tr>
<tr>
<td>k. NTA Clerical/Typist</td>
<td>22,620.00</td>
<td>15,000.00</td>
<td>-7,620.00</td>
<td>78,496.55</td>
<td>72,000.00</td>
<td>-6,496.55</td>
<td>78,496.55</td>
<td>69,081.71</td>
</tr>
<tr>
<td>l. M &amp; E Officer</td>
<td>46,604.00</td>
<td>33,000.00</td>
<td>-13,604.00</td>
<td>138,446.00</td>
<td>123,000.00</td>
<td>-15,446.00</td>
<td>161,292.00</td>
<td>122,330.00</td>
</tr>
<tr>
<td>m. Career Counselors</td>
<td>0.00</td>
<td>28,000.00</td>
<td>28,000.00</td>
<td>0.00</td>
<td>28,000.00</td>
<td>28,000.00</td>
<td>28,000.00</td>
<td>28,000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>529,049.50</strong></td>
<td><strong>395,000.00</strong></td>
<td><strong>-134,049.50</strong></td>
<td><strong>1,847,087.39</strong></td>
<td><strong>1,497,000.00</strong></td>
<td><strong>-350,087.39</strong></td>
<td><strong>1,291,795.89</strong></td>
<td><strong>1,692,858.34</strong></td>
</tr>
</tbody>
</table>

### B. Project Management and Operating Costs

<table>
<thead>
<tr>
<th>Project Component/Activity</th>
<th>Actual</th>
<th>Planned</th>
<th>Variance</th>
<th>Actual</th>
<th>Planned</th>
<th>Variance</th>
<th>PAD: Life of Project</th>
<th>PAD: Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>664.32</td>
<td>500.00</td>
<td>-164.32</td>
<td>664.32</td>
<td>664.32</td>
</tr>
<tr>
<td>Internet</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>11,290.44</td>
<td>0.00</td>
</tr>
<tr>
<td>Electricity</td>
<td>14,706.10</td>
<td>15,000.00</td>
<td>293.90</td>
<td>80,173.00</td>
<td>57,800.00</td>
<td>-23,373.00</td>
<td>144,001.50</td>
<td>57,741.25</td>
</tr>
<tr>
<td>Office rental</td>
<td>33,000.00</td>
<td>35,000.00</td>
<td>2,000.00</td>
<td>141,000.00</td>
<td>134,000.00</td>
<td>-7,000.00</td>
<td>182,797.60</td>
<td>135,000.00</td>
</tr>
<tr>
<td>Courier services</td>
<td>1,470.28</td>
<td>700.00</td>
<td>-770.28</td>
<td>1,732.13</td>
<td>1,650.00</td>
<td>-82.13</td>
<td>2,297.27</td>
<td>261.77</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>189.87</td>
<td>200.00</td>
<td>10.13</td>
<td>1,303.07</td>
<td>1,520.00</td>
<td>-216.93</td>
<td>967.75</td>
<td>1,717.09</td>
</tr>
<tr>
<td>Vehicle</td>
<td>57,000.00</td>
<td>0.00</td>
<td>-57,000.00</td>
<td>67,000.00</td>
<td>0.00</td>
<td>-67,000.00</td>
<td>67,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Stationery and consumables</td>
<td>376,429.29</td>
<td>50,000.00</td>
<td>-326,429.29</td>
<td>282,318.41</td>
<td>53,840.00</td>
<td>-228,478.41</td>
<td>8,000.00</td>
<td>54,867.45</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>394,742.09</strong></td>
<td><strong>455,900.00</strong></td>
<td><strong>-51,157.91</strong></td>
<td><strong>2,402,178.62</strong></td>
<td><strong>1,746,260.00</strong></td>
<td><strong>-655,918.62</strong></td>
<td><strong>1,647,702.61</strong></td>
<td><strong>2,018,110.77</strong></td>
</tr>
</tbody>
</table>

| Total Recurrent Costs | **583,784.59** | **711,900.00** | **-128,115.41** | **2,649,266.01** | **2,243,260.00** | **-406,006.01** | **2,018,110.77** | **2,018,110.77** |

| Total | **1,442,837.53** | **1,065,900.00** | **-376,937.53** | **4,058,107.71** | **3,544,160.00** | **-514,037.71** | **3,044,827.34** | **3,072,631.16** |
OECS (Grenada) Skills for Inclusive Growth Project
World Bank Credit No. 4554
Uses of Funds by Project Activity
For The Year Ended 31 December 2013
(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Project Component/ Activity</th>
<th>Current Year</th>
<th>Cumulative</th>
<th>PAD: Life of Project</th>
<th>PAD: Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Planned</td>
<td>Variance</td>
<td>Actual</td>
</tr>
<tr>
<td>Component 3C: Communications Strategy &amp; Campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Build the Communications Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Design of the Communications Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Goods</td>
<td>15,299.20</td>
<td>30,000.00</td>
<td>14,700.00</td>
<td>102,904.41</td>
</tr>
<tr>
<td>b. Non-Consultant Services</td>
<td>94,092.31</td>
<td>90,000.00</td>
<td>-4,092.31</td>
<td>111,678.06</td>
</tr>
<tr>
<td>c. Consultant Services</td>
<td>0.00</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>53,589.40</td>
</tr>
<tr>
<td>2. Communications Officer</td>
<td>0.00</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>71,263.00</td>
</tr>
<tr>
<td>Subtotal</td>
<td>109,391.51</td>
<td>125,000.00</td>
<td>16,608.49</td>
<td>339,444.87</td>
</tr>
<tr>
<td>Total Investment Costs</td>
<td>109,391.51</td>
<td>125,000.00</td>
<td>16,608.49</td>
<td>397,444.87</td>
</tr>
<tr>
<td>Recurrent Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Technical Assistance for Communications Campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Communications Officer</td>
<td>52,326.00</td>
<td>47,000.00</td>
<td>-5,326.00</td>
<td>173,107.16</td>
</tr>
<tr>
<td>Total Recurrent Costs</td>
<td>52,326.00</td>
<td>47,000.00</td>
<td>-5,326.00</td>
<td>173,107.16</td>
</tr>
<tr>
<td>Total</td>
<td>161,717.51</td>
<td>172,000.00</td>
<td>10,282.49</td>
<td>510,551.03</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>4,651,219.54</td>
<td>4,910,600.00</td>
<td>259,380.46</td>
<td>11,067,376.47</td>
</tr>
</tbody>
</table>

Notes
1. This consultancy will be executed by the Communications officer and as a result, the funds were distributed to different areas.

<table>
<thead>
<tr>
<th>USD</th>
<th>XCD</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. PCU Staff - Planner/Programmer</td>
<td>82,500.00</td>
</tr>
<tr>
<td>B. Design of Communications Strategy</td>
<td>11,858.82</td>
</tr>
<tr>
<td>C. Communications Officer</td>
<td>6,147.16</td>
</tr>
<tr>
<td>D. Communications:</td>
<td></td>
</tr>
<tr>
<td>i. Goods</td>
<td>58,915.26</td>
</tr>
<tr>
<td>ii. Non-Consultant Services</td>
<td>40,581.76</td>
</tr>
<tr>
<td>iii. Consulting Services</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>200,000.00</td>
</tr>
</tbody>
</table>
**OECS (Grenada) Skills for Inclusive Growth Project**  
World Bank Credit No. 4534  
**PROJECT CASH WITHDRAWALS (DISBURSEMENTS)**  
FOR THE YEAR ENDED 31 DECEMBER 2013

<table>
<thead>
<tr>
<th>Disbursement Category</th>
<th>Project Expenditures</th>
<th>IDA Eligible Expenditures</th>
<th>GOG Share of Expenditures</th>
<th>In USD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>IDA Eligible %</td>
<td>Total for Period</td>
</tr>
<tr>
<td>(1) Goods, works, consultants' services and Operating Costs for the Project</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods</td>
<td>180,017.09</td>
<td>100%</td>
<td>180,017.09</td>
<td>180,017.09</td>
</tr>
<tr>
<td>Consultant Services:</td>
<td>1,374,887.13</td>
<td>100%</td>
<td>1,374,887.13</td>
<td>1,374,887.13</td>
</tr>
<tr>
<td>NTA Salaries</td>
<td>167,778.78</td>
<td>0%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non Consultant Services:</td>
<td>491,618.15</td>
<td>100%</td>
<td>491,618.15</td>
<td>491,618.15</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>14,003.77</td>
<td>0%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>381,688.82</td>
<td>100%</td>
<td>381,688.82</td>
<td>381,688.82</td>
</tr>
<tr>
<td>(2) Unit Cost of Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>2,041,225.80</td>
<td>100%</td>
<td>2,041,225.80</td>
<td>2,041,225.80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,651,219.54</strong></td>
<td><strong>4,469,436.99</strong></td>
<td><strong>4,469,436.99</strong></td>
<td><strong>181,782.55</strong></td>
</tr>
</tbody>
</table>
### Designated Account Reconciliation

Expenditures paid from DA in the period 1 January to 31 December 2013

*in United States Dollars*

<table>
<thead>
<tr>
<th>DESIGNATED ACCOUNT BANK RECONCILIATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cumulative advances to end of current reporting period</td>
<td>3,192,275.75</td>
</tr>
<tr>
<td>2. Cumulative documented expenditures to end of last reporting period</td>
<td>3,056,253.10</td>
</tr>
<tr>
<td><strong>3. Outstanding Amount Advanced to be accounted (line 1 minus line 2)</strong></td>
<td><strong>136,022.65</strong></td>
</tr>
<tr>
<td>4. Closing Balance: (As per Cash Book)</td>
<td></td>
</tr>
<tr>
<td>Designated Account</td>
<td>102,712.97</td>
</tr>
<tr>
<td>Project Account</td>
<td>46,762.15</td>
</tr>
<tr>
<td></td>
<td>55,950.82</td>
</tr>
<tr>
<td><strong>5. Expenditure paid from the DA NOT YET claimed</strong></td>
<td>0.00</td>
</tr>
<tr>
<td>(1) Goods, works, consultants' services and Operating Costs for the Project</td>
<td>0.00</td>
</tr>
<tr>
<td>(2) Unit Cost of Training</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>6. Expenditure paid from the DA claimed but not yet Replenished</strong></td>
<td>0.00</td>
</tr>
<tr>
<td>(1) Goods, works, consultants' services and Operating Costs for the Project</td>
<td>0.00</td>
</tr>
<tr>
<td>(2) Unit Cost of Training</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>7. Adjustments (Reconciling items to reconcile to Outstanding Amount advanced in line 3 above):</strong></td>
<td>33,399.68</td>
</tr>
<tr>
<td>a) Interest</td>
<td>-6,964.62</td>
</tr>
<tr>
<td>b) Amount prefunded by World Bank /1/</td>
<td>40,274.30</td>
</tr>
<tr>
<td><strong>8. Outstanding Amount Advanced to be accounted for (line 4 plus lines 5, 6 and 7)</strong></td>
<td><strong>136,022.65</strong></td>
</tr>
</tbody>
</table>

Exchange Rate: 1USD = XCD2.6882

Notes:
1. Reimbursement to the World Bank's Designated Account to be made in the following month.
OECS (Grenada) Skills for Inclusive Growth Project  
World Bank Credit No. 4534  
Schedule of Applications for Withdrawal  
For The Year Ended 31 December 2013  
(Expressed in Eastern Caribbean Dollars)

<table>
<thead>
<tr>
<th>Application Date</th>
<th>Application No.</th>
<th>Amount Requested USD</th>
<th>Amount Requested ECD</th>
<th>Amount Received USD</th>
<th>Amount Received ECD</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>05-Mar-13</td>
<td>14</td>
<td>505,640.28</td>
<td>1,359,262.20</td>
<td>505,640.28</td>
<td>1,359,262.20</td>
<td>Replenishment. Received 8 March 2013</td>
</tr>
<tr>
<td>25-Jun-13</td>
<td>15</td>
<td>1,054,825.84</td>
<td>2,835,582.82</td>
<td>1,054,825.84</td>
<td>2,835,582.82</td>
<td>Replenishment. Received 26 June 2013</td>
</tr>
<tr>
<td>17-Dec-13</td>
<td>16</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>Documentation of Expenditure only</td>
</tr>
<tr>
<td>31-Dec-13</td>
<td>17</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>Documentation of Expenditure only</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,560,466.12</strong></td>
<td><strong>4,194,845.02</strong></td>
<td><strong>1,560,466.12</strong></td>
<td><strong>4,194,845.02</strong></td>
<td></td>
</tr>
</tbody>
</table>
NOTE 1: OBJECTIVE AND NATURE OF THE PROJECT

On March 19 2009, the Government of Grenada entered into a credit agreement with the International Development Association (IDA). The objective of the project is to assist Grenada in improving the employability of youth through public/private sector partnerships for technical and life skills training that is demand driven.

The Project is organized into three major components:

1. **Skills Training for Unemployed Youth**

   This component will finance the outreach to, and enrollment in the skills training scheme, submission and evaluation of proposals from training providers, life skills and technical training, traineeships and certification of skills.

2. **Improving the Policy Framework for Delivering Training**

   In an effort to carry out the necessary steps to introduce and use occupational standards, the project is financing the acquisition of standards, validating competency standards, assessing and certifying trainees, training inspectors to pre-qualify and assuring the quality of the training providers.

3. **Project Management and Institutional Strengthening**

   This component aims to strengthen institutional capacity of the implementing agency to plan, implement, monitor training, and manage the project. It consists of three subcomponents:

   - **A – Institutional Strengthening**
     
     This will support the Grenada Council for Technical and Vocational Education and Training (GCTVET) and the associated National Training Agency (NTA) in their role of establishing TVET policy.

   - **B – Project Management and Monitoring and Evaluation**
     
     This subcomponent would support the NTA and the PCU to closely monitor and evaluate the implementation of the project, including the development and maintenance of a Management Information System (MIS).

   - **C – Communications Campaign**
     
     This supports a targeted communications campaign focusing on the three main stakeholders: youth, training providers, and employers.
NOTE 2: PROJECT FINANCING

The total cost of the project is estimated at US$4,481,010, and will be financed as follows:

- Private sector - $589,236 (13.2%)
- The Government of Grenada - $897,962 (20%)
- International Development Association - $2,993,812 (66.8%)

Due to the challenges encountered by the Implementing Agency, the Project was restructured in March 2013. The restructured cost of the Project is US$3.72 Million as follows:

- Private sector - $50,000
- The Government of Grenada - $420,000
- International Development Association - $3.25 Million

The project funds must be utilized in accordance with the terms of the respective credit agreement.

NOTE 3: MAIN ACCOUNTING POLICIES

1. All transactions are recorded, and the financial statements prepared, using the cash basis of accounting.

2. The financial accounts are maintained and the financial statements are prepared in Eastern Caribbean Dollars. Where required within this report, translation into United States Dollars is effected using the exchange rate of US$1.00 to ECS2.6882.

3. Fixed assets procured with project resources are recorded at their acquisition cost at the date of purchase. No depreciation is recorded for project assets.

4. The financial statements have been prepared on the basis of historical cost convention. No account is taken for inflation.
NOTE 4 – FIXED ASSETS

At December 31st, 2013, fixed assets amounted to EC$360,494.12 as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>84,065.27</td>
</tr>
<tr>
<td>Office equipment</td>
<td>184,367.64</td>
</tr>
<tr>
<td>Office furniture</td>
<td>24,161.21</td>
</tr>
<tr>
<td>Vehicle</td>
<td>67,900.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$360,494.12</strong></td>
</tr>
</tbody>
</table>

The Skills for Inclusive Growth Project is being implemented by the Ministry of Education. Fixed assets, procured with project funds, are in use by the National Training Agency but belong to this Ministry and are restricted to project purposes until project completion. The Project Co-ordination Unit maintains records to control these assets.

NOTE 5 – PROJECT ACCOUNT

The Project account includes funds transferred from the Designated Account as well as counterpart funding. The account functions in this manner to easily facilitate payments and to minimize exorbitant bank charges. The accounts are all reconciled monthly and accurate records are kept to properly account for the funds expended from both financiers.

The cash balance of the Project Account at December 31st, 2013, amounted to EC$150,406.50. This amount represents funds from the Designated Account only, for IDA eligible expenditures.
NOTE 6 – EXPENDITURE PRE-FINANCED BY WORLD BANK

Expenditure in the amount of US$339,897.86 was previously classified as belonging to the Government of Grenada. This expenditure was made eligible for World Bank financing, through the restructuring and was documented as such.

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW

Goods:

1. Promotional Items for NTA
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A - Post Review
   - Contract Amount: ECS15,200.00
   - Supplier: Screen Stars Ltd.
   - Nationality: Trinidadian
   - Amount Paid for the period: ECS15,200.00
   - Financing: 100% IDA

2. Certificate Holders of NTA
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A - Post Review
   - Contract Amount: US$12,213.96
   - Supplier: Simply Forms & Computer Services Ltd.
   - Nationality: USA
   - Amount Paid for the period: US$12,213.96
   - Financing: 100% IDA

3. Supply of Shredders, Printers, Binders, Projectors & Scanners
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A – Post Review
   - Contract Amount: ECS50,876.00
   - Supplier: Hankey’s Computer Store
   - Nationality: Grenadian
   - Amount Paid for the period: ECS50,876.00
   - Financing: 100% IDA
NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW

Goods: (continued)

4. Supply of Office Equipment for the NTA
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A - Post Review
   - Contract Amount: EC$12,725.01
   - Supplier: Geo. F. Huggins & Co. (Grenada) Ltd
   - Nationality: Grenadian
   - Amount Paid for the period: EC$8,502.30
   - Financing: 100% IDA

5. Supply of Filing Cabinets
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A - Post Review
   - Contract Amount: EC$16,125.30
   - Supplier: Geo. F. Huggins & Co. (Grenada) Ltd
   - Nationality: Grenadian
   - Amount Paid for the period: EC$9,524.30
   - Financing: 100% IDA

6. Supply of Photocopiars for NTA
   - Procurement Method: Shopping
   - Date of Contract No-Objection: N/A - Post Review
   - Contract Amount: EC$91,037.22
   - Supplier: Geo. F. Huggins & Co. (Grenada) Ltd
   - Nationality: Grenadian
   - Amount Paid for the period: EC$91,037.22
   - Financing: 100% IDA
GOVERNMENT OF GRENAADA  
OECS (GRENAADA) SKILLS FOR INCLUSIVE GROWTH PROJECT  
World Bank Credit No. 4534  

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST DECEMBER, 2013  
(continued)  

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)  

Goods: (continued)  

7. Supply of Laminating Machine  
   - Procurement Method: Shopping  
   - Date of Contract No-Objection: N/A - Post Review  
   - Contract Amount: EC$9,608.82  
   - Supplier: Geo. F. Huggins & Co. (Grenada) Ltd  
   - Nationality: Grenadian  
   - Amount Paid for the period: EC$9,608.82  
   - Financing: 100% IDA  

8. Supply of Server  
   - Procurement Method: Shopping  
   - Date of Contract No-Objection: N/A - Post Review  
   - Contract Amount: EC$13,000.00  
   - Supplier: Tapir Markets  
   - Nationality: Grenadian  
   - Amount Paid for the period: EC$13,000.00  
   - Financing: 100% IDA  

9. Supply of Laptops, Desktops, Servers & Accessories  
   - Procurement Method: Shopping  
   - Date of Contract No-Objection: N/A - Post Review  
   - Contract Amount: US$18,563.00  
   - Supplier: Planson International Corporation  
   - Nationality: USA  
   - Amount Paid for the period: US$18,563.00  
   - Financing: 100% IDA  

23
GOVERNMENT OF GRENADA

OECS (GRENADE) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Goods: (continued)

10. Supply of Toners
   
   o Procurement Method: Shopping
   o Date of Contract No-Objection: N/A - Post Review
   o Contract Amount: EC$81,275.96
   o Supplier: Geo. F. Huggins & Co. (Grenada) Ltd.
   o Nationality: Grenadian
   o Amount Paid for the period: EC$49,964.62
   o Financing: 100% IDA

11. Supply of Vehicle
   
   o Procurement Method: Shopping
   o Date of Contract No-Objection: N/A - Post Review
   o Contract Amount: EC$67,900.00
   o Supplier: Geo. F. Huggins & Co. (Grenada) Ltd.
   o Nationality: Grenadian
   o Amount Paid for the period: EC$67,900.00
   o Financing: 100% IDA
GOVERNMENT OF GRENA DA

OECS (GRENA DA) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER
REVIEW (continued)

Consultant Services:

1. Employer Mentorship Training
   o Procurement Method: Single Source Selection
   o Date of Contract No-Objection: 25-Jan-2013
   o Approved Contract Sum: US$6,500.00
   o Consultant: Arlene Marcelle
   o Nationality: Grenadian
   o Amount Paid for the period: US$6,500.00
   o Financing: 100% IDA

2. Labour Market Needs Assessment
   o Procurement Method: Consultants Qualification
   o Date of Contract No-Objection: 27-May-2013
   o Approved Contract Sum: US$125,710.00
   o Consultant: Seor Erasmus School of Economics
   o Nationality: Grenadian
   o Amount Paid for the period: US$125,710.00
   o Financing: 100% IDA

3. Revision of Life Skills Module
   o Procurement Method: Individual Consultant
   o Date of Contract No-Objection: N/A
   o Approved Contract Sum: ECS$26,500.00
   o Consultant: Ian Blanchard
   o Nationality: Grenadian
   o Amount Paid for the period: ECS$26,500.00
   o Financing: 100% IDA
GOVERNMENT OF GRENADE
OECS (GRENADE) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Consultant Services: (continued)

4. Development of Strategic Plan for NTA
   - Procurement Method: Individual Consultant
   - Date of Contract No-Objection: N/A
   - Approved Contract Sum: US$29,500.00
   - Consultant: Michael Julien
   - Nationality: Grenadian
   - Amount Paid for the period: US$29,500.00
   - Financing: 100% IDA

Training

1. Training Provider – Garment Production
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: ECS$32,720.00
   - Consultant: Evadne Bartholomew
   - Nationality: Grenadian
   - Amount Paid for the period: ECS$32,229.20
   - Financing: 100% IDA

2. Training Provider – General Construction
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: ECS$32,720.00
   - Consultant: Andrae Belfon Contractors Ltd.
   - Nationality: Grenadian
   - Amount Paid for the period: ECS$31,738.40
   - Financing: 100% IDA
NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Training (continued)

3. Training Provider – General Construction
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: ECS32,720.00
   - Consultant: Her Majesty’s Prison
   - Nationality: Grenadian
   - Amount Paid for the period: ECS27,321.20
   - Financing: 100% IDA

4. Training Provider – Garment Production
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: ECS32,720.00
   - Consultant: Ruth Joseph
   - Nationality: Grenadian
   - Amount Paid for the period: ECS31,738.40
   - Financing: 100% IDA

5. Training Provider – Industrial Security Operations
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: ECS32,720.00
   - Consultant: Christopher Stroude
   - Nationality: Grenadian
   - Amount Paid for the period: ECS29,284.40
   - Financing: 100% IDA
GOVERNMENT OF GRENADA
OECS (GRENADA) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Training (continued)

6. Training Provider – Fashion Design Level 2 Batch 1
   o Date of Contract No-Objection: N/A - Post Review
   o Approved Contract Sum: EC$32,720.00
   o Consultant: Celia Ann Fletcher
   o Nationality: Grenadian
   o Amount Paid for the period: EC$32,720.00
   o Financing: 100% IDA

7. Training Provider – Fashion Design Level 2 Batch 2
   o Date of Contract No-Objection: N/A - Post Review
   o Approved Contract Sum: EC$32,720.00
   o Consultant: Celia Ann Fletcher
   o Nationality: Grenadian
   o Amount Paid for the period: EC$31,738.40
   o Financing: 100% IDA

8. Training Provider – Housekeeping
   o Date of Contract No-Objection: N/A - Post Review
   o Approved Contract Sum: EC$32,720.00
   o Consultant: Point Salines Hotel
   o Nationality: Grenadian
   o Amount Paid for the period: EC$32,720.00
   o Financing: 100% IDA
GOVERNMENT OF GRENADA
OECS (GRENADA) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Training (continued)

9. Training Provider – General Cosmetology Level 2
   - Date of Contract No-Objection: N/A - Post Review
   - Approved Contract Sum: EC$32,720.00
   - Consultant: Chalene’s School of Cosmetology
   - Nationality: Grenadian
   - Amount Paid for the period: EC$18,977.60
   - Financing: 100% IDA

10. Training Provider – Data Operations Level 2
    - Date of Contract No-Objection: N/A - Post Review
    - Approved Contract Sum: EC$32,720.00
    - Consultant: Tech World
    - Nationality: Grenadian
    - Amount Paid for the period: EC$32,720.00
    - Financing: 100% IDA

11. Training Provider – Livestock Rearing
    - Date of Contract No-Objection: N/A - Post Review
    - Approved Contract Sum: EC$32,720.00
    - Consultant: Gabriel Clarke
    - Nationality: Grenadian
    - Amount Paid for the period: EC$29,120.80
    - Financing: 100% IDA
GOVERNMENT OF GRENA DA
OECS (GRENA DA) SKILLS FOR INCLUSIVE GROWTH PROJECT
World Bank Credit No. 4534

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER, 2013
(continued)

NOTE 7 - SIGNIFICANT BIDS PROCESSED AND AWARDED FOR THE YEAR UNDER REVIEW (continued)

Training (continued)

12. Training Provider – Electrical Installation Level 2

  o Date of Contract No-Objection: N/A - Post Review
  o Approved Contract Sum: ECS$32,720.00
  o Consultant: Telfa Charles
  o Nationality: Grenadian
  o Amount Paid for the period: ECS$30,756.80
  o Financing: 100% IDA
Project Coordinator
Project Coordination Unit
OECS (Grenada) Skills for Inclusive Growth Project
Ministerial Complex
Botanical Gardens
ST. GEORGE’S

Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economic
Development, Energy, Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Auditors’ Report on Internal Controls

We have examined the financial statements of the OECS (Grenada) Skills for Inclusive Growth
Project for the year ended 31st December, 2013 and has issued our report thereon dated June 12th,
2014. We conducted our audit in accordance with International Standards on Auditing. These
standards require that we plan and perform the audit to obtain reasonable assurance as to whether
the financial statements are free of material misstatements.

As part of our examination, we made a study and evaluation of the Project Coordination Unit’s
system of internal control to the extent we considered necessary to evaluate the system as required
by generally accepted auditing standards. The purpose of our study was to determine the nature
and extent of the auditing procedures necessary for expressing an opinion on the financial
statements and not to provide assurance on the internal control structure.

The Project Coordination Unit’s management is responsible for establishing and maintaining an
adequate internal control structure. In fulfilling this responsibility, estimates and judgments by
management are required to assess the expected benefits and related costs of control procedures.
The objectives of a system are to provide management with reasonable, but not absolute assurance
that assets are safeguarded against loss from unauthorized use or disposition, and that transactions
are executed in accordance with management’s authorization and recorded properly to permit the
preparation of financial statements in accordance with generally accepted accounting principles.

Because of inherent limitations in any system of internal control, errors or irregularities may
nevertheless occur and not be detected. Also, projection of any evaluation of the system to future
periods is subject to the risk that procedures may become inadequate because of changes in
conditions, or that the degree of compliance with the procedures may deteriorate. We obtained an
understanding of the design of relevant policies and procedures which comprise the control
structure, determined they have been placed in operation and assessed the control risks.

We believe that the Project Coordination Unit’s internal control system is adequate to meet the
objectives stated above in so far as those objectives pertain to the prevention or the detection of
errors or irregularities in amounts that would be material.

GRENADA:

June 12th, 2014

PKF

Accountants & business advisers:

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A. CGA (Mrs.)
Project Coordinator
Project Coordination Unit
OECS (Grenada) Skills for Inclusive Growth Project
Ministerial Complex
Botanical Gardens

ST. GEORGE'S

Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economic
Development, Energy, Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Auditors’ Report on Compliance with Agreement Terms
And Applicable Laws and Regulations

We have examined the financial statements of the OECS (Grenada) Skills For Inclusive Growth
Project for the year ended 31st December, 2013 and have issued our report thereon dated June 12th,
2014. We conducted our audit in accordance with International Standards on Auditing. These
standards require that we plan and perform the audit to obtain reasonable assurance as to whether
the financial statements are free of material misstatements.

The Project Coordination Unit is responsible for compliance with the terms of the credit agreement
and applicable laws and regulations. As part of obtaining reasonable assurance as to whether the
financial statements are free from material misstatements, we performed tests of the Project
Coordination Unit’s compliance with certain terms of the credit agreement and provision of laws
and regulations.

In connection with our examination, nothing came to our attention that caused us to believe that
the Project Coordination Unit did not comply with the terms of the agreements and the provisions
of the applicable laws and regulations in all material respects.

GRENADA:

June 12th, 2014

Accountants & business advisers:

PKF

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A., CGA (Mrs.)
Project Coordinator
Project Coordination Unit
OECS (Grenada) Skills for Inclusive Growth Project
Ministerial Complex
Botanical Gardens
ST. GEORGE’S

Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economic
Development, Energy, Foreign Trade and Co-operatives
under the OECS (Grenada) Skills For Inclusive Growth Project, financed by
World Bank Credit No. 4534

Auditors’ Report on Project Expenditure

We have examined the annexed project sources and uses of funds and the statement of
expenditures of the OECS (Grenada) Skills for Inclusive Growth Project for the year ended 31st
December, 2013. Our responsibility is to express an opinion on these financial statements based on
our audit.

In our opinion, the expenditures included in the statements and the financial monitoring reports are
supported by appropriate documentation and are eligible for financing.

GRENADA:

June 12th, 2014

Accountants & business advisers:

PKF

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A. CGA (Mrs.)
Project Coordinator
Project Coordination Unit
OECS (Grenada) Skills for Inclusive Growth Project
Ministerial Complex
Botanical Gardens
ST. GEORGE'S

Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economic Development, Energy, Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Auditors’ Report on the Designated Account

We have examined the annexed Designated Account Statement of the OECS (Grenada) Skills for Inclusive Growth Project for the year ended 31st December, 2013. Our responsibility is to express an opinion on this statement based on our audit.

In our opinion, the Designated Account Statement adequately reflects the flow of funds for the period along with the availability of funds at the end of the year, in accordance with the provisions for the use of the funds established by the relevant credit agreement.

GRENADA:

June 12th, 2014

PKF

Accountants & business advisers:

34

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A. CGA (Mrs.)
Project Coordinator
Project Coordination Unit
OECS (Grenada) Skills for Inclusive Growth Project
Ministerial Complex
Botanical Gardens

ST. GEORGE’S

Audit of the resources managed during the year ended 31st December, 2013
by the Project Coordination Unit in the Ministry of Finance, Planning, Economic
Development, Energy, Foreign Trade and Co-operatives
under the OECS (Grenada) Skills for Inclusive Growth Project, financed by
World Bank Credit No. 4534

Auditors’ Report on the Statement of Request for Reimbursement

We have examined the Statement of Request for Reimbursement for the year ended 31st
December, 2013. Our responsibility is to express an opinion on the statement based on our audit.

In our opinion, the expenditure included in the Statement of Request for Reimbursement is
supported by appropriate and dependable documentation and is eligible for financing. The
accountancy and internal control procedures used for the preparation of the statement are adequate.
The credit funds have been used for project purposes only and these expenditures were made in
conformity with relevant credit agreement.

GRENADA:

June 12th, 2014

PKF

Accountants & business advisers:

35

Partners: Henry A. Joseph FCCA (Managing), Michelle A. Millet B.A. CGA (Mrs.)