

United Nations Development Assistance Framework (UNDAF)

**for Barbados and
the Organisation of Eastern Caribbean States (OECS)
2012 to 2016**



**United Nations Development Assistance Framework (UNDAF):
Barbados and the OECS 2012-2016**

Prepared by United Nations Subregional Team for Barbados and the OECS in collaboration with the Governments of the OECS the OECS Secretariat

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PREAMBLE

The United Nations Development Assistance Framework (UNDAF) for Barbados and the Organisation of Eastern Caribbean States (OECS) 2012 to 2016 has been developed through a consultative process with the Governments of Barbados, Anguilla, Antigua and Barbuda, British Virgin Islands, Commonwealth of Dominica, Grenada, Montserrat, Saint Lucia, Saint Kitts and Nevis and Saint Vincent and the Grenadines, Civil Society and other stakeholders to identify subregional and national development priorities where the UN System for Barbados and the OECS is the best placed actor to respond.

This UNDAF will guide UN development cooperation in the Eastern Caribbean for the period 2012 – 2016 by laying the foundation for partnerships with governments, civil society and other development partners, and coordinating the efforts of the 15 UN Agencies, Funds and Programmes that comprise the UN System for Barbados and the OECS, as well as the three additional UN Agencies that have agreed to collaborate on this UNDAF.

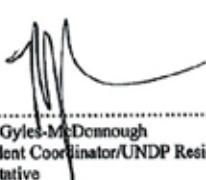
SIGNATURE PAGE**GOVERNMENT OF ANGUILLA**

By signing hereunder the Government of Anguilla endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.

 Michelle Gyles-McDonough UN Resident Coordinator/UNDP Resident Representative 	 The Honourable Hubert Hughes Chief Minister, Anguilla
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SIGNATURE PAGE**GOVERNMENT OF ANTIGUA AND BARBUDA**

By signing hereunder the Government of Antigua and Barbuda endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.

 Michelle Gyles-McDonough UN Resident Coordinator/UNDP Resident Representative 	 Hon. Eric Winston Baldwin Spencer Prime Minister, Antigua and Barbuda 
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SIGNATURE PAGE**GOVERNMENT OF THE BRITISH VIRGIN ISLANDS**

By signing hereunder the Government of the British Virgin Islands endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.

 Michelle Gyles-McDonough UN Resident Coordinator/UNDP Resident Representative 	 The Honourable Ralph O'Neal Premier, British Virgin Islands
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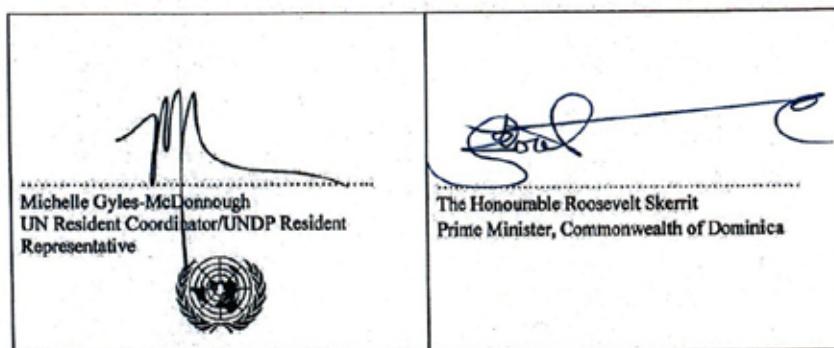
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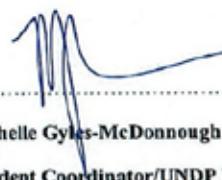
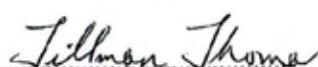
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By signing hereunder the Government of the Commonwealth of Dominica endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.



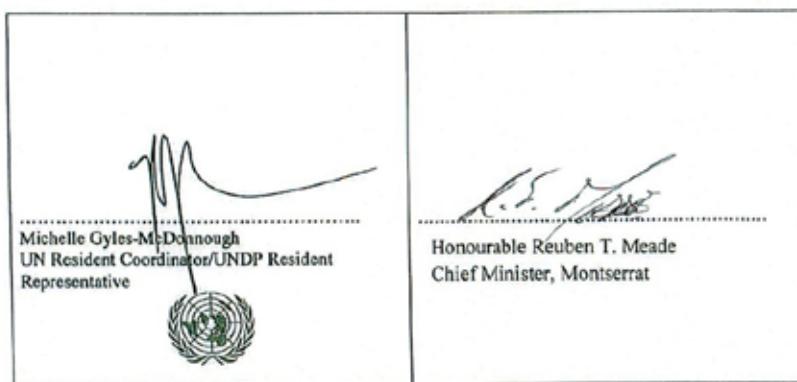
GOVERNMENT OF GRENADA

Signing hereunder the Government of Grenada endorses the UNDAF 2012 to 2016 and underscores their joint commitment to achieving the agreed results.

 Ms. Michelle Gyles-McDonough UN Resident Coordinator/UNDP Resident Representative	 The Honourable Tillman Thomas Prime Minister, Grenada
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SIGNATURE PAGE**GOVERNMENT OF MONTSERRAT**

By signing hereunder the Government of Montserrat endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.



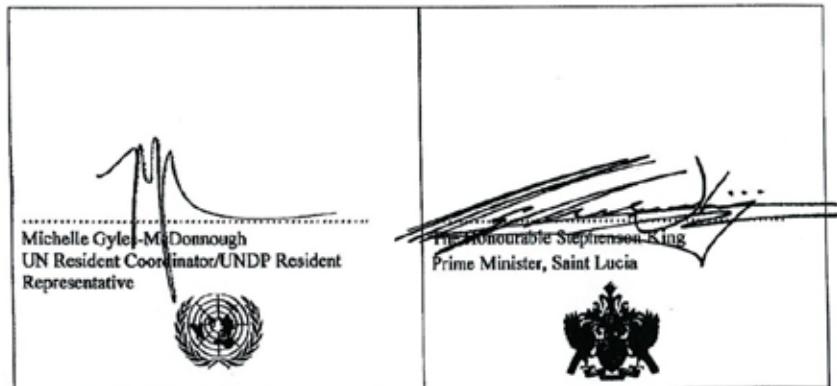
SIGNATURE PAGE**GOVERNMENT OF SAINT KITTS AND NEVIS**

By signing hereunder the Government of Saint Kitts and Nevis endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.

	
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SIGNATURE PAGE**GOVERNMENT OF SAINT LUCIA**

By signing hereunder the Government of Lucia endorses the UNDAF 2012 to 2016 and underscores its commitment to achieving the agreed results.



PAO ◊ ILO ◊ ITU ◊ PAHO/WHO
UNAIDS ◊ UNDP ◊ UN/ECLAC
UNEP ◊ UNESCO ◊ UNFPA
UNIC ◊ UNICEF ◊ UNIFEM
UNODC ◊ UPU



Office of the
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Resident Coordinator

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GOVERNMENT OF THE SAINT VINCENT AND THE GRENADINES

By signing hereunder the Government of Saint Vincent and the Grenadines endorses the UNDAF 2012 to 2016 and underscores their joint commitment to achieving the agreed results.

	
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SIGNATURE PAGE**UNITED NATIONS SUBREGIONAL TEAM AND PARTICIPATING UN AGENCIES,
FUNDS AND PROGRAMMES**

By signing hereunder The United Nations Subregional Team for Barbados and the OECS and participating UN Agencies, Funds and Programmes endorse the UNDAF Barbados and the OECS 2012 to 2016 and underscore their commitment to the fulfilment of its goals.

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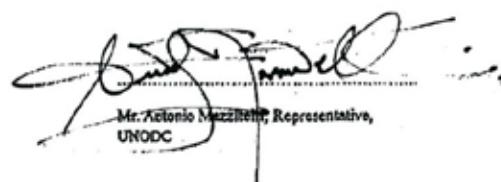
COLLABORATING AGENCIES



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Mr. Antonio Mezzalira, Representative,
UNODC

			Organization
ARV	Antiretroviral	INGOs	International Non-Government Organizations
BVI	British Virgin Islands	ITU	International Telecommunication Union
CANTA	Caribbean Association of National Training Agencies	LEDS	Low Emission Development Strategy
CARICOM	Caribbean Community	LMIS	Labour Market Information System
CARUTA	Caribbean Regional Unit for Technical Assistance	MoE	Ministry of Environment
CC	Climate Change	M&E	Monitoring and Evaluation
CCCCC	Caribbean Community Climate Change Centre	MDGs	Millennium Development Goals
CCYD	CARICOM Commission on Youth Development	MICs	Middle Income Countries
CDB	Caribbean Development Bank	NCC	Net Contributor Country
CDM	Comprehensive Disaster Management	NCD	Non-Communicable Diseases
CoRiCs	Community Resource and Internet Centres	NGO	Non-Governmental Organizations
CHC		NRM	Natural Resource Management
CNIRD	Caribbean Network for Integrated Rural Network	NSO	National Statistical Office
CoRiCS	Community Resource and Internet Centres	OECS	Organisation of Eastern Caribbean States
COTED	Council for Trade and Economic Development	PAHO/WHO	Pan American Health Organization/World Health Organization
CPAPs	Country Programme Actions Plans	— CPC	Caribbean Programme Coordination
CPAs	Country Poverty Assessment	— ECC	Eastern Caribbean Countries
CPDs	Country Programme Documents	PANCAP	Pan Caribbean Partnership Against HIV/AIDS
CSME	Caribbean Single Market and Economy	PISLM	Partnership Initiative for Sustainable Land Management
CVQ	Caribbean Vocational Qualification	PRSP	Poverty Reduction Strategy Paper
DRR	Disaster Risk Reduction	PRSSs	Poverty Reduction Strategies
ECDPG	Eastern Caribbean Development Partner Group	PSIA	Poverty and Social Impact Analysis
ECDGDM	Eastern Caribbean Donor Group for Disaster Management	RE	Renewable Energy
EE	Energy Efficiency	SIDS	Small Island Developing States
FAO	Food and Agriculture Organization	TVET	Technical and Vocational Educational and Training Policies
GEF	Global Environment Facility	UN WOMEN	United Nations Entity for Gender Equality and Women's Empowerment
HDR	Human Development Report	UNAIDS	Joint United Nations Programme on HIV/AIDS
HFA	Hyogo Framework for Action	UNCCD	United Nations Convention to Combat Desertification
HFLE	Health and Family Life Education	UNC	UN Communications Group
HIV	Human Immunodeficiency Virus	UNDAF	United Nations Development Assistance Framework
IADGs	Internationally Agreed Development Goals	UNDP	United Nations Development
ILO	International Labour		

	Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UN-HABITAT	United Nations Human Settlements Programme
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations International Strategy for Disaster Reduction
UNiTE	United Nations Secretary- General's Campaign to End Violence Against Women
UNODC	United Nations Office on Drugs and Crime
UNST	United Nations Subregional Team
UNTC	United Nations Treaty Collection
UPU	Universal Postal Union
UWI	University of the West Indies

FOREWORD

By Michelle Gyles-McDonnough, UN Resident Coordinator, Barbados and the OECS

Dear Partners and Colleagues in Development,

Approximately nine months ago, we began a collaborative journey to determine how the United Nations family of organizations with operational programmes for development in Barbados and the Organisation of Eastern Caribbean States (OECS) could support and strengthen delivery on subregional development priorities as defined in national and regional frameworks and other internationally agreed commitments, including the Millennium Development Goals (MDGs).

We are now pleased to present the result of this journey in the form of the subregional United Nations Development Assistance Framework (UNDAF) for Barbados and the Organisation of Eastern Caribbean States (OECS) for the period 2012 to 2016.

The UNDAF for Barbados and the OECS 2012 to 2016 has been developed, in close consultation with our partners, and outlines the collective contribution of the United Nations (UN) System in Barbados and the OECS Member States in six thematic priority areas for development in which the UN is best placed to contribute. Detailed consultations were held in programme countries with government, private sector, civil society, and with other international development institutions. It is intended that the UNDAF priorities will translate into joint programmes grounded in the five programming principles of UN development cooperation: human rights-based approach, gender equality, environmental sustainability, capacity development, and results-based management. All five mutually reinforcing principles are necessary for effective UN-supported country programming that must balance the pursuit of international norms and standards with the achievement of national development priorities.

The UNDAF for Barbados and the OECS 2012 to 2016 is designed to be used in complement with existing UN agency programme strategies, and was developed with clear synergies across the frameworks.

Strong partnerships are critical to achieve the UNDAF results set forth in this Framework and will contribute to the attainment of the MDGs and the other Internationally Agreed Development Goals (IADGs), as well as ensure that the gains already achieved are sustained. We look forward to the continued strong collaboration with national and regional partners, and hope that with the implementation of the UNDAF 2012 to 2016 for Barbados and the OECS, we will contribute to seeing measurable development progress for the people of the Eastern Caribbean.

We are counting on you to proactively partner with us to meet the commitments of this Framework. We encourage all partners and stakeholders to collaborate in monitoring its implementation and to share your feedback throughout the five-year period to ensure the Framework remains current and relevant to improving the lives of the most vulnerable in the region.

EXECUTIVE SUMMARY

The United Nations Development Assistance Framework (UNDAF) for Barbados and the OECS 2012 to 2016 sets out the coherent and strategic response of the UN Agencies, Funds and Programmes to the development challenges faced by the subregion. The UNDAF was developed in 2010 through a participatory process involving the governments of Barbados and the member States of the Organisation of Eastern Caribbean States (OECS) and other key stakeholders. The process included an analysis of the development context in the subregion to identify the underlying and structural causes of key development challenges related to inequalities, weak institutions, governance issues, migration, poverty, citizen security, unemployment, and natural disasters in Barbados and the OECS, as well as constraints to meeting internationally agreed development goals and commitments such as the Millennium Development Goals (MDGs).

The Subregional analysis served as the basis for engaging in dialogue with the 10 national government and civil society partners through eight (8) in-country consultations, which contributed towards the validation of data, identification of subregional development priorities, and setting the agenda for UN system support. The country consultation process culminated in a UNDAF prioritization retreat that set the six (6) UNDAF priorities, for UN development support, taking into account the comparative advantage and mandates of the UN System for Barbados and the OECS. UN Development assistance to achieve these six (6) UNDAF priorities will be grounded in a human rights based approach to achieve poverty reduction and sustainable human development. The UNDAF aims to achieve the following outcomes by 2016:

Enhanced capacity of national, sub-regional and regional institutions and stakeholders to effectively manage natural resources, build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; as well as improve energy efficiency, use of renewable energy and improve policy, legal, regulatory and institutional frameworks for environmental and energy governance.

Strengthened enabling environment for effective and inclusive governance and security at the national and subregional levels.

Strengthened enabling environment and social protection services and systems to reduce poverty and

inequity, and increase economic participation and social inclusion, with emphasis on vulnerable groups.

Strengthened policy, legislative framework and food production environment towards higher levels of food and nutrition security.

A more enabling environment established for the reduction of incidence, morbidity and mortality from HIV and non-communicable diseases

Social, environmental and economic data collection is harmonized and access increased for use in policy and decision making processes at the subregional and national level.

In financing the UNDAF, it is important to note that the 10 programme countries in this subregion hold net contributor country (NCC) or middle income country status, and therefore, a significant proportion of the resources required to achieve the results in these six UNDAF priorities will need to be jointly mobilized by the UN system and programme countries. UN agencies have planned, indicatively, to contribute US\$35,363,000 over the five-year period in support of UNDAF implementation, with a commitment to work with governments and other development partners to mobilize the additional resources that will be required to achieve the planned development results. Resource commitments will be confirmed and indicated in joint programmes of cooperation and agency-specific project budgets where an agency-specific intervention is required.

It also must be appreciated that the UN contribution cannot only be measured financially. As a trusted partner, the value-added of the UN System, in addition to mobilising development finance, is its advocacy and promotion of global norms and standards, access to global experience and knowledge grounded in human development, the centrality of capacity development to UN development operations, convening power, and highly committed staff.

The UNDAF results matrices outline the commitments of the UN Agencies, Funds and Programmes to achieve the UNDAF outcomes and outputs that will be further developed into joint programmes. The UN System for Barbados and the OECS is committed to joint programming¹ amongst agencies and development partners, thereby making development assistance more effective and efficient. The UNDAF results matrices, coupled with the monitoring and evaluation plan,

¹ Joint programming is the collective effort through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the MDGs and other international commitments.

will provide the tools for detailed joint programme planning, monitoring and evaluation, in collaboration with programme countries.

The UNDAF Steering Committee will provide the overall guidance to the six Outcome Groups that will be responsible for the implementation of the UNDAF for Barbados and the OECS 2012 to 2016. The UNDAF Outcome Groups will be supported by an UNDAF Secretariat. The UNDAF will be operationalized by joint programmes to be coordinated by the UNDAF Outcome Groups. The UNDAF Monitoring and Evaluation (M&E) Committee will be responsible for monitoring and evaluation.

Progress towards UNDAF results will be reviewed on an annual basis at the UNST Annual Strategic Planning meeting, taking into consideration reports submitted by the UNDAF Outcome Groups, relevant national M&E reports and reports of the UNDAF M&E Committee. Annual Reviews will involve country participation. In addition, there will be a joint programming evaluation and mid-term reviews by UN Agencies to assess their programming at mid-cycle and chart their direction for the remainder of the programming period. In the final year of implementation, the UNDAF will undergo an independent evaluation.

INTRODUCTION

The United Nations Development Assistance Framework (UNDAF) for Barbados and the Organisation of Eastern Caribbean States (OECS) is the collective and integrated UN response to the national and subregional development priorities, as reflected in existing national development plans, and the other economic and social development frameworks of the governments of the OECS Member States and Barbados. It serves as the programming framework for the period 2012 to 2016 for the United Nations Subregional Team (UNST)² for Barbados and the OECS, in collaboration with subregional governments and partners in Barbados and the OECS Members States³ and with three other members of the UN family.

UN Development Assistance Frameworks are being implemented by UN Country and Subregional Teams across the world. The subregional UNDAF for Barbados and the OECS represents one of two subregional multi-country UNDAFs in the UN System and calls for an even higher level of coordination and collaboration.

The UNST for Barbados and the OECS comprises 15 agencies, funds and programmes that implement operational initiatives for development in Barbados and the OECS. The group's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, including the Millennium Development Goals (MDGs).

Subregional Context

The 10 Caribbean countries and territories covered by this UNDAF are classified as high or middle income countries (MICs). Five of the 10 are Net Contributor Countries (NCCs). Despite their graduation to high or middle income status, these Caribbean countries and territories battle with persistent inequality, structural challenges and inherent vulnerabilities related to

their small island developing state (SIDS) status, compromising their ability to go up the value chain and reach higher levels of human development. In this context, the UN in the Eastern Caribbean subregion is viewed as a provider of policy and technical advice, drawing on its global knowledge and experience; as an impartial and "honest broker" not hampered by conditionality; and an advocate and promoter of global norms and standards, and inclusive development. In respect of the latter point, the UN is seen as an important facilitator, both advocating and providing space for all voices to contribute to the development process. The UN is also active in working on global and regional public goods. Increasingly, the Net Contributor Countries (NCCs), Barbados in particular, see the UN as the avenue for promotion of south-south cooperation, facilitating peer-to-peer engagement and capacity development - sharing their experiences and successes within the region and across regions, especially with other SIDS.

A socioeconomic analysis was conducted to guide the UNDAF process and to identify the underlying and structural causes of key development challenges relating to inequalities (gender, age/generation and income), weak institutions, governance issues, migration, poverty, citizen security, unemployment, environmental degradation and natural disasters in Barbados and the OECS. The socioeconomic review highlights the structural weaknesses that characterize the economies and societies of the Eastern Caribbean: weak economic growth, poor fiscal health and high national debt; pervasive weaknesses in governance and development institutions at the local, national and regional levels; and, most importantly, in the areas that most immediately affect people's lives: health, education, security and the environment. These structural weaknesses manifest in social marginalization, and limited

- 2 The UNST for Barbados and the OECS includes the following operational agencies and funds: United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), Pan American Health Organization/World Health Organization Eastern Caribbean Countries (PAHO/WHO ECC), Pan American Health Organization/World Health Organization Caribbean Programme Coordination (PAHO/WHO CPC), United Nations Children's Fund (UNICEF), United Nations Entity for Gender Equality and Women's Empowerment (UN WOMEN), International Telecommunication Union (ITU), United Nations Human Settlements Programme (UN-HABITAT), Joint United Nations Programme on HIV/AIDS (UNAIDS), all based in Barbados; Universal Postal Union (UPU) based in Saint Lucia; United Nations Economic Commission for Latin America and the Caribbean (UNECLAC), International Labour Organization (ILO) and United Nations Information Centre (UNIC) in Trinidad and Tobago; and United Nations Education, Scientific and Cultural Organization (UNESCO) and United Nations Population Fund (UNFPA) in Jamaica. UN organizations external to this group that are collaborating on the UNDAF planning, implementation, monitoring and evaluation are: United Nations Office on Drugs and Crime (UNODC), United Nations Environment Programme (UNEP) and United Nations Industrial Development Organization (UNIDO).
- 3 These include the six independent countries, namely Antigua and Barbuda, Commonwealth of Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines and the three British Overseas Territories: the British Virgin Islands (BVI), Anguilla and Montserrat. The six independent countries and Montserrat are full members of the OECS; Anguilla and BVI are Associate Members.

societal transformation and opportunities to see inter-generational class mobility and wider transformation of the subregion's economic and social structure.

Why do we need an UNDAF?

Over the years, UN organizations have tried various modalities for enhanced collaboration at programme and operational levels. Since 2002, the General Assembly and other governing bodies have welcomed the UN family's efforts to work together more coherently and have endorsed the UNDAF as the common planning tool for all the funds and programmes, and as a framework for the entire UN System. Through the UNDAF Barbados and the OECS 2012 to 2016, the UNST for Barbados and the OECS is taking decisive steps to fully align its programming to support subregional and national priorities, national reform processes, and national development plans, including the MDGs. The UNST aims to increase national ownership and leadership so that governments striving to achieve and move beyond the MDGs and other nationally agreed development targets benefit from more effective support to partner countries through the UNDAF mechanism.

The UNDAF for Barbados and the OECS 2012 to 2016 demonstrates the comparative advantage of the UNST for Barbados and the OECS and participating UN organizations by emphasising the thematic competence of the agencies involved, without highlighting their specific mandates. It highlights where the UN system can bring its unique strengths to the fore in advocacy, capacity development, programming, and expert knowledge and policy advice for the achievement of the internationally agreed standards and development goals, including the Millennium Declaration and MDG-related national and regional priorities.

The UNDAF Preparatory Process

Lessons from previous experience

The UNST collaborated to develop its first Subregional Common Assessment (SCA) and the modified UNDAF to cover the programming period 2008 to 2011. This guiding framework brought together the projects, plans and strategies of the 15 agencies, funds, and programmes that comprise the UNST in one framework, though it was not fully based on a joint programming approach.

The UNST learned several lessons in piloting a multi-country UNDAF in the absence of corporate models and guidelines, and recognized the complexity of "Delivering as One", in a multi-country context. Although consultations were undertaken, this first generation UNDAF did not benefit from the highly participatory process conducted in developing the UNDAF 2012-2016, and may have contributed to the underdeveloped joint programming approach in the last framework. In addition, resources were not committed to support implementation, and the modified UNDAF

lacked measurable indicators, baselines and targets and a monitoring and evaluation framework to track the progress towards the achievement of the proposed outcomes.

These lessons in preparation, design, and implementation informed the development of the present UNDAF. The planning and development of the UNDAF 2012 to 2016 ensured early engagement of national government and other stakeholders, the commitment of the 10 programming countries, and the commitment of the UN System for Barbados and the OECS to move towards joint programming for development results and a clear monitoring and evaluation framework.

The UNDAF 2012 to 2016 process

The UNDAF for Barbados and the OECS 2012 to 2016 is the product of extensive consultations with stakeholders, including governments, regional institutions, social partners, and other development partners relevant to the country and subregional context.

In March 2010, the UNST for Barbados and the OECS initiated the UNDAF process with a training exercise for the UN Subregional Team, resulting in an agreed Road Map to ensure successful completion of the Framework. The initiatives undertaken subsequently, in line with the Road Map, included:

- a) the conduct of a Subregional Analysis of the development context, which entailed comprehensive review of existing UN, country and region-specific analyses, and was informed by National Environmental Summaries (NES) for Barbados and the OECS prepared by UNEP;
- b) a workshop to strengthen the capacity of both national focal points and UN programme specialists in the human rights-based approach to development, gender mainstreaming and analysis, and results-based management;
- c) a capacity review of the UNST for Barbados and the OECS and participating UN organizations, which included consultation with regional and international development partners in the subregion;
- d) seven In-Country Consultations conducted in partnership with national Governments and the OECS Secretariat, where national and subregional priorities were identified and the UN was advised on how it could best support the countries in achieving their development goals; and
- e) a Strategic Prioritization Retreat, where the UN agencies undertook a comprehensive review of the national and subregional priorities identified through the in-country consultations to arrive at priorities for UN support within the UNDAF.

The UNDAF Results Matrix was reviewed and endorsed by participating Governments, the OECS Secretariat and the UN in January 2011.

1. UNDAF RESULTS

The UNDAF for Barbados and the OECS 2012 to 2016 defines subregional development priorities to be addressed by the United Nations. The UN will contribute its resources collectively, based on its comparative advantage, and in collaboration with strategic partners, to achieve the six UNDAF priorities outlined hereunder:

Outcome 1: Environment, energy, climate change and disaster risk reduction

Programme countries attached particular significance to attainment of MDG 7 (Ensure Environmental Sustainability) for the Region. This is reflected by the inclusion in the UNDAF of a specific outcome on **“Environment, Energy, Climate Change and Disaster Risk Reduction,”** as one of the priority areas for Barbados and the countries of the OECS, and for which resources are allocated for joint programming by the UN System and partners. The emphasis on the environment:

- reflects a recognition of the unique economic and environmental vulnerabilities that are the region’s reality;
- endorses the various resilience building mechanisms that these countries have put or are putting in place; and
- underscores the increasing recognition of the importance of proper husbandry of the region’s environment as an indispensable part of national and regional development.

The overall aim of the **environment, energy, climate change and disaster risk reduction outcome** is to enhance the capacity of Barbados and the countries of the OECS to effectively manage natural resources and build resilience to the adverse impacts of climate change and anthropogenic hazards; improve energy efficiency and use of renewable energy as part of the region’s energy mix; and improve the policy, legal, regulatory and institutional frameworks for environmental governance. A key policy direction underpinning this outcome will be a focus on green economic transformation as a key modality for contributing to the achievement of environmental sustainability within the context of the SIDS agenda.

This outcome and its related outputs acknowledge that countries are at different levels of achievement with respect to national capacity and ability to address environmental issues. Accordingly, implementation of activities under this subregional framework will take account of case/country specific conditions and needs.

In addition, this outcome will provide the foundations from which the region can address a number of environmental sustainability issues including, *inter alia*, the integration of climate change and disaster risk reduction into development planning, response and recovery; establishing a framework to enable the region to better address issues relating to bio-technology and bio-safety; strengthening national land use policies and administrative systems; and creating a framework for the establishment of green economy transformation in Barbados and the OECS. Realising this outcome will contribute to achievement of Target 7a of MDG 7 - to integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources; and to Target 8C of MDG 8 (A Global Partnership for Development) on addressing the special needs of landlocked developing countries and small island developing states.

Outcome 2: Enabling environment of effective economic and social governance and enhanced security

Within the global context of food, economic, fuel and other multiple and protracted crises, this outcome contributes to maintaining and strengthening traditionally strong democratic governance processes in the Caribbean. It will address new governance challenges and threats that impact the well-being of the citizens and the states of Eastern Caribbean Small Island Developing States (SIDS). These threats include citizens’ insecurity, lack of social cohesion and economic vulnerabilities that perpetuate a complex range of structural development challenges for SIDS, among them high unemployment, poverty, crime, inequality and the uneven distribution of resources despite the good economic performance, progress and growth of some Caribbean countries.

Taking into account linked inter-sectoral issues and challenges detailed in the UNDAF analysis and the comparative advantage of the UN System in the Eastern Caribbean, this outcome focuses on regional, sub-regional and national programmes that address:

- citizens’ security and safety;
- capacity building of civil society and state;
- promoting public accountability;
- inclusive governance; and
- vulnerable population groups such as youth and women.

By 2016 UNDAF Outcome 2 will support and contribute to:

- improved equity and quality of life indicators;

- strengthened inclusive governance and state capacities addressing state-society relations, citizen security and safety, and youth participation in governance;
- reduced economic vulnerability and social insecurity through sub-national interventions supported by high levels of public awareness;
- increased participation in governance by key development stakeholders - Government, civil society, CBOs and media; and
- increased use of SIDS-specific data for evidenced-based decision-making.

It will have contributed to the achievement of MDG Goal 8 on building a global partnership for development.

Outcome 3: Social protection and poverty reduction with a focus on vulnerable groups

In the context of the triple food, fuel and financial crises – the effects of which continue to be felt in the countries of the subregion – countries have acknowledged the need to not only to refocus efforts on poverty reduction, but to do so through specific and targeted interventions that make efficient use of their limited fiscal space. Poverty rates in the subregion range from 14% in Barbados to 39% in Dominica, and are above 25% in *all* OECS countries. Further, poverty tends to be concentrated in women-headed households where children, women and the elderly are the most affected, and among those living in rural areas. When we move beyond *income* poverty to examine people's *capabilities* to increase their well-being through access to health and education, other vulnerable groups such as people living with disabilities also require specific interventions.

Enlargement of the state's financial contribution to the poorest households and most excluded populations is therefore a policy concern given the declining fiscal capacity of the states. Thus the need to design social safety net systems as part of a larger and more inclusive social protection strategy has been prioritized by governments in the region. Social safety net assessments have been completed in five (5) countries in the sub-region, with another in the process of completion. The recommendations for reform produced as part of these assessments have begun to inform national social protection reform initiatives with support from the UNST and other development partners. However, there remains much scope for strengthening this work, including its expansion to the countries that have not yet begun to address these issues.

By 2016, it is expected that the enabling environment would have been strengthened, with effective social protection services and systems contributing to poverty

reduction, reducing inequity and increasing economic participation and social inclusion, with emphasis on vulnerable groups. Targeted interventions by the UNST will result in:

- policies to support coordinated and well defined social protection strategies;
- the implementation of evidenced-based social safety net systems;
- frameworks and model legislation that protect and increase the participation of persons with disabilities in their communities;
- reformed education systems that provide equitable and relevant programmes; and
- evidence-based advocacy for increased budgetary allocations to more effectively address the needs of the poorest families.

The outcome will contribute directly to MDG Goal 1 on eradication of extreme poverty and hunger; Goal 2 on universal primary education, and especially the quality of education; Goal 3 on promoting gender equality and empowering women; and Goal 4 on the reduction of child mortality.

Outcome 4: Food and Nutrition Security

Food Security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. In Barbados and the OECS, a significant number of people have serious challenges with respect to food and nutrition security, compounded by levels of poverty that range between 14% and 39%.

Many Caribbean countries have experienced a shift in nutrition patterns that has resulted in increasing rates of obesity, which in turn has contributed to an increase in nutrition related chronic non-communicable diseases (NCDs) including diabetes and hypertension. In fact, a recent study by the Caribbean Food and Nutrition Institute (CFNI) found that “food and nutrition security in the Caribbean is compromised not so much by lack of food availability as by inadequate access to foods and dietary patterns that adversely impact on nutritional status”⁴.

In addition to the unacceptably high levels of poverty, several other factors contribute to the compromised state of food and nutrition security in Barbados and the OECS, including: –

- Inequality of income and low access to resources;
- Declining food production and agricultural outputs and increasing imports;

4 Final Draft, Regional Food and Nutrition Security Policy, CARICOM, October 2010.

- Rising food and agricultural input prices during 2007/2008 and 2009 to present;
- The economic crisis of 2008/2009 and its negative impact on remittances;
- Increasing unemployment;
- Declining exports of traditional crops;
- Impact of recurrent natural disasters and climate change;
- Low returns on agricultural investment;
- Consumption of excessive fats, sugar and sodium; and
- Inadequate policy and legislative frameworks.

The United Nations' effort to jointly tackle the challenges associated with food and nutrition security within Barbados and the OECS over the period 2012-2016 will build on the platform of the CARICOM Regional Food and Nutrition Security Policy, completed during 2010 and approved by the Region's Ministers of Agriculture. This policy is supported by the completion of several national Food-Based Dietary Guidelines and the associated strategies for using them to promote better nutritional habits among the populations. Initiatives are also under consideration for the preparation of national food and nutrition strategies , as well as disaster risk management plans for securing food production and rural livelihoods. However, the joint programme would need to be completed by individual country programmes that focus on production, marketing and the range of other challenges to agricultural development in the subregion.

Under the UNDAF priority area "Improving Food and Nutrition Security", the United Nations system anticipates that "By 2016 there are strengthened policy and legislative frameworks and food production environment towards higher levels of food and nutrition security" in Barbados and the OECS.

The following results would be achieved during the UNDAF period:

- Governments are better able to formulate and implement food and nutrition plans;
- The preparation of a sub-regional programme for the increased involvement of youth in agriculture and the establishment of corresponding pilot programmes; and
- Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) plans for the agricultural sector are prepared and being utilized for the achievement of food and nutrition security.
- The production of selected vegetables, fruits, and

- fish and livestock products increased particularly among the backyard/small scale urban and rural producers
- The production of selected vegetables, fruits, and fish and livestock products increased particularly among the backyard/small scale urban and rural producers.

This outcome contributes directly to achievement of MDG 1, Eradicate extreme poverty and hunger, and specifically to the achievement of target 1C, halving the proportion of people who suffer from hunger.

Outcome 5: Public health within the context of the development agenda using rights-based approach, maintaining focus on HIV/AIDS and non-communicable diseases

Barbados and the OECS Countries are undergoing a demographic transition, evidenced by a rise in life expectancy at birth and a fall in mortality, consistent with patterns expected for high or middle income countries. Although data is sparse on HIV and AIDS in the OECS, the HIV prevalence rate in Barbados is 1.4% in the adult population (2009), while the OECS countries it is around or less than 1% according to UNAIDS. The epidemic in the region is driven by unprotected sex with multiple partners. Most at risk populations include young people, sex workers and men who have sex with men (MSM). Gender inequality is a key driver of the epidemic, with women and girls being particularly vulnerable to sexual violence. A study in six Eastern Caribbean Countries (2005-2006) showed that female youth are more likely than young males to have been forced to have sex during their first sexual intercourse. However, both genders experienced this form of violence (range of proportion who reported forced firsts sexual intercourse was:2-9% for male and 4-10% for female youth)⁵

Stigma and discrimination prevent people from accessing VCT centres for testing - one of the reasons why reported HIV cases are lower than the population estimated to be living with HIV. Issues of confidentiality and a culture of relative silence and myths around sexuality become paramount in small island states where people are reluctant to participate in preventative actions such as buying condoms and getting tested.

A common pattern observed in Barbados and the OECS is the increase in life expectancy at birth for both males and females, and the epidemiological transition from communicable to non-communicable diseases such as hypertension, cardiovascular disease and diabetes .PAHO 2011 NCD Basic Indicators shows that prevalence of diabetes type 2 among adults varies

⁵ PAHO, CAREC, FHI, USAID. Behavioural Surveillance Surveys (BSS) in Six countries of the organization of Eastern Caribbean States (OECS) – 2005-2006

from 7.6% to 25%. The limited data on NCD and other health indicators is a common challenge for OECS and Barbados .

The UN System concerns under this priority area focused on data collection as countries do not know their epidemic on NCDs and HIV; support to policy reform to address stigma and discrimination, which poses a major barrier to HIV prevention; and capacity strengthening to promote equity in access to health care services. As such, the UN system anticipates the achievement of the following outcome of its development assistance to Barbados and the OECS Countries under this priority area: By 2016 there will be “a more enabling environment established for the reduction of incidence, morbidity and mortality from HIV and non-communicable diseases.” The outputs include:

- Policies to address stigma and discrimination in vulnerable populations promoted and implementation facilitated through the provision of technical assistance, financial resources, capacity building and partnerships;
- Availability and access to user friendly quality health care services (public and private) for prevention and treatment of HIV/AIDS and NCDs supported;
- National Surveillance of NCD and of HIV strengthened; and
- Institutional capacities for a multi-sectoral response to HIV and AIDS, with a focus on combination prevention, including treatment as prevention strengthened.

This outcome contributes to the achievement of MDG 6 on combating HIV/AIDS, malaria, and other diseases.

Outcome 6: Capacity development and institutional strengthening

Strengthening statistical databases, data collection and analysis are areas of long and continuing concern and need identified by Caribbean Small Island Developing States (SIDS). The building of evidence-based policy and programming platforms has broad acceptance by governments in the region and by donors and development partners. The processes supporting the collection and analysis of economic statistics are reasonably sound. However, there are continuing region-wide challenges related to the collection, analysis, dissemination and use of linked economic, social and environmental statistics needed for evidence-based policy formulation. A contributing factor to this paucity of credible and reliable data is the lack of structured data collection and analysis processes, i.e. a “systems approach”, linked to the Millennium Development Goals and other internationally agreed development goals. Other factors include limited access to data, which prevents its broad-

based use in programme development.

By 2016 it is expected that social, environmental and economic data collection activities and systems will be harmonized and data made more accessible for use in policy and decision-making processes at national and sub-regional levels. This will be facilitated through:

- Capacity of national statistical offices, line ministries and key stakeholders to collect, analyze, report and disseminate information for the use of policy makers strengthened; and
- Support for collection, analysis and dissemination of comprehensive and integrated data for use by decision-makers at national and regional level.

This outcome supports the direct achievement of Goal 8, a global partnership for development, and contributes to the achievement of the other goals.

II. INITIATIVES OUTSIDE OF THE UNDAF RESULTS MATRIX

Based on lessons learnt during the development and implementation of the UNDAF 2008 to 2011, the UN Heads of Agencies agreed that a different approach would be utilized in this new UNDAF cycle.

The proposed approach to delivering development cooperation assistance in the six UNDAF priority areas outlined in the UNDAF 2012 to 2016 is via a subregional mechanism, which will see UN organizations implement programmes jointly, drawing on the breadth and depth of agency expertise and experience, across six development priorities at the subregional level. At the same time, individual UN agencies will continue to address development challenges at the national level, based on national needs and their specific agency mandates. This new approach seeks to address the complexities of joint UN programmes versus individual cooperative frameworks that respond directly to a country's needs or request within a subregional, multi-country context.

Accordingly, the six UNDAF priorities identified by the 10 programme countries and territories will be addressed through UN joint programmes¹ and have direct linkages to individual agency support for achievement of related national development targets. Guaranteeing this synergy, the Executive Boards of the UN Funds and Programmes (UNICEF, UNDP and UNFPA) will approve the individual agency programmes, within the framework of the UNDAF.

This approach also was fully endorsed during the extensive consultations held with each member state,

which involved all key stakeholders at national level. The consultations ensured

full ownership by Barbados and the OECS Member States through alignment with national, regional and subregional priorities;

an integrated mechanism that highlights the comparative advantage of the UN to deliver development cooperation in the identified priority areas;

greater focus on a “programme” approach through the development and implementation of joint programmes; and

increased planning and more effective collaboration among the UNST Barbados and the OECS and other participating UN organizations in the context of ‘Delivering as One’, in partnership with other development partners, regional institutions, civil society, the private sector, and other interested parties.

As noted in the explanation on the subregional approach taken in this UNDAF, it is anticipated that a small percentage of the programmatic interventions of the UN System for Barbados and the OECS will fall outside of the UNDAF Results Matrix, enabling focus on specific national development challenges across the 10 programme countries. These programmatic interventions will be detailed in Country Programme Documents (CPDs), Country Programme Action Plans (CPAPs), Biennium Plans and Annual Work Plans. These programmes outside of the subregional framework are listed below, along with the agency responsible, the estimated budget and timeline.

Table 1 – Related initiatives outside the UNDAF Results Matrix

UNDAF Priority	Programme/Activity	Agency	Budget (US\$)	Timeline
Environment, Energy, Climate Change and Disaster Risk Reduction	Support the [knowledge management] networks for [fresh] water and wastewater management	UNESCO	\$70,000	2012-2016
	Strengthened national capacities for science, technology and innovation policies	UNESCO	\$70,000	2012-2016
	Management, safeguarding and preservation of cultural heritage and biospheric reserves	UNESCO	\$245,000	2012-2016
	Advocacy for improved curricula at primary, secondary and tertiary level education for including natural resource management, DRR, and energy resource management	UNESCO	\$50,000	2012-2016
		Total Contribution:	\$435,000	
Environment, Energy, Climate Change and Disaster Risk Reduction	Facilitate the development of a policy framework for consumption and production	UNEP	\$150,000	2012-2016
	Increased capacity to monitor and detect cross boundary movement of environmentally sensitive goods	UNEP	\$300,000	2012-2016
		Total Contribution:	\$450,000	

Table 1 – Related initiatives outside the UNDAF Results Matrix (cont'd)

UNDAF Priority	Programme/Activity	Agency	Budget (US\$)	Timeline
Enabling environment for effective economic and social governance and enhanced security	Support to fight against corruption	UNODC	\$585,000	2012-2016
	Strengthened capacities of law enforcement agencies	UNODC	\$1,125,000	2012-2016
	Improving forensics capacities	UNODC	\$540,000	2012-2016
	Support the control of firearms	UNODC	\$50,000	2012-2016
	Strengthening border control	UNODC	\$500,000	2012-2016
	Support the National Statistical Offices in the conduct, analysis and dissemination of the 2010 round of censuses	UNFPA	\$150,000	2012-2013
		Total Contribution:	\$2,950,000	
Improved Food and Nutrition Security	Improved information system, market infrastructure and value chain systems at the national and sub-regional levels	FAO	\$350,000	2012-2016
		Total Contribution:	\$350,000	

III. ESTIMATED RESOURCE REQUIREMENTS

The UNDAF Results Matrix currently captures a portion of resources that will be required by the UN System for Barbados and the OECS in order to achieve the UNDAF outcomes, representing the indicative contribution of the UN agencies over the five-year period.. The total indicative resources identified by UN agencies so far in support of the achievement of the UNDAF outcomes are **US\$35,363,000**. As the 10 programme countries in this subregion hold net contributor country (NCC) or middle income country status, resource allocations from UN agencies will be insufficient to meet the needs and therefore, any funding gap to be filled in order to achieve the results in these six UNDAF priorities will need to be jointly mobilized by the UN system and programme countries. More accurate figures, therefore, will only be possible after detailed joint programme interventions and individual agency

In addition to financial resources, UN Agencies, Funds and Programmes collaborating on the

UNDAF will also provide substantial policy and technical advice, which is not as readily captured in the financial tables. As a partner, the strategic value of the UN lies in its impartial and transparent role, its access to a wide array of international expertise, its role as bearer of global norms and standards, as well as its promotion and advocacy and support to the coordination of national and international development efforts around these standards, in line with the best international practice.

The table below details the indicative resources to be contributed by UN agencies over the five-year period, distributed across the six UNDAF priorities . The funding gaps will be determined as we move into joint programme formulation. The heavy investment in the environment, energy, climate change and disaster risk reduction highlight the centrality of the environment and energy to development in the region, and the acute vulnerabilities that threaten achievement of development progress, including the MDGs.

UNDAF Priorities	TOTAL (in US\$)
Environment, Energy, Climate Change and Disaster Risk Reduction	US\$26,670,000
Enabling environment of effective economic and social governance and enhanced security	US\$2,565,000
Social protection and poverty reduction with a focus on vulnerable groups	US\$2,033,000
Food and Nutrition Security	US\$1,260,000
Public Health within context of the development agenda using a rights-based approach, maintaining focus on HIV/AIDS and non-communicable diseases	US\$1,270,000
Capacity building and institutional strengthening	US\$1,565,000
GRAND TOTAL	US\$35,363,000

IV. IMPLEMENTATION

The United Nations Subregional Team, led by the UN Resident Coordinator, will be responsible for the effective delivery of UN System for Barbados and the OECS development activities, ensuring that they are consistent with aid effectiveness principles. Based on lessons learnt from the implementation of the UNDAF 2008 – 2011, a number of coordination mechanisms will be established or strengthened. Government ministries, non-governmental organizations (NGOS), international non-governmental organizations (INGOs) and the UN System for Barbados and the OECS will be jointly responsible for implementing activities. The UNDAF will be implemented through joint programmes and country programmes, projects and activities of UN Agencies, Funds and Programmes. Where country programmes, projects and activities exist, they will be consistent with outcomes and outputs identified in the UNDAF, with the expectation that their anticipated results will contribute to the achievement of UNDAF outcomes and outputs.

Harmonization of Programme Cycles

Following the 2008 Annual Retreat of the UN Heads of Agencies, an agreement was reached to harmonize agency programme cycles starting in 2012 in line with the new UNDAF cycle. Harmonization of programme cycles of UNDP, UNICEF and UNFPA from 2012 and the initiation of new biennial cycles of all agencies that programme on this basis will facilitate better coordination and joint planning across the UN system, and increased impact of their interventions.

Joint Programmes

In accordance with the Secretary General's call for the United Nations to articulate a coherent vision and strategy for a unified approach towards common development challenges at the national and subregional level, joint programmes will be the key strategy for operationalising the UNDAF. As such, the UNDAF Results Matrix draws upon the programmes areas in which two or more UN Agencies, Funds and Programmes or development partners commit to working collaboratively to develop and implement a joint programme.

In 2012, the UNDAF Outcome Groups will develop joint programmes to cover each of the UNDAF priorities listed in the UNDAF Results Matrix. The expected programme components listed in the joint programme will be aligned to the outputs listed in the UNDAF Results Matrix and also with the set of activities to be carried out throughout the joint programme implementation period. The joint programme document

will also include a work plan and related budget. Each Government representative participating on the UNDAF Outcome Group will be responsible for identifying the components of the joint programme that will be implemented at the national level. Once the joint programmes have been finalized, all participating Governments and implementing partners will be signatory to the joint programme document.

In addition to joint programmes, UN agencies' programmes and projects also will serve as a mechanism through which the UNDAF will be operationalized. Agency cooperation frameworks and programmes will specify how they will contribute to UNDAF objectives.

Implementation Arrangements

The UNDAF 2012 to 2016 is the strategic framework which sets out the programming priorities of the UN System for Barbados and the OECS over the five-year period. The UNDAF will be implemented through joint programmes and will be aligned to the country programmes, projects and activities of the UN Agencies, Funds and Programmes. In order to ensure that the UNDAF achieves the anticipated results, a number of implementation arrangements will be employed.

An UNDAF Steering Committee and six UNDAF Outcome Groups will be established. The Office of the UN Resident Coordinator will serve as the UNDAF Secretariat supported by agency staff within UN System for Barbados and the OECS and a representative from each of the participating governments.

UNDAF Steering Committee

The UNDAF Steering Committee is the high-level committee with responsibility for leading the UNDAF Implementation process. This committee will be responsible for the monitoring of the overall progress in the implementation of the UNDAF Outcomes through joint programmes, and the review and validation of joint programmes. The UNDAF Steering Committee also will ensure adequate representation in outcome groups, oversee their functioning, and approve their work plans. The committee will include senior representatives from participating Governments, the UNST, a representative from the OECS Secretariat, and other key partners and stakeholders. This committee will be chaired by the UN Resident Coordinator.

The UNDAF Steering Committee will convene at least two meetings annually. The first meeting will be to agree on the implementation plan for the programming year, with the second meeting convened to review

progress and produce an annual progress report.

UNDAF Outcome Groups

Six UNDAF Outcome Groups will be established around each of the UNDAF priorities under the oversight and guidance of the UNST. Each Outcome Group will comprise staff from all UN Agencies, including non-resident agencies, and a representative from each participating government, the OECS Secretariat and other key stakeholders. The UNDAF Outcome Groups will be a forum for the exchange of information, designing and monitoring joint programmes being implemented in the ten countries, reviewing UNDAF implementation and achievement of results in the ten countries, and discussing any bottlenecks and best practices in joint programme implementation during the programming year. The UNDAF Outcome Groups will be guided by the Annual Work Plans detailed in the joint programme documents. UNDAF Outcome Groups will report semi-annually to the steering committee on joint programme implementation and to the UNST on outcome group performance.

Where feasible, the activities of the outcome groups will also be aligned to those of the Eastern Caribbean Development Partner Group (ECDPG) to facilitate coordination with the wider development partner community. The ECDPG, chaired by the UN Resident Coordinator, is a mechanism for collaboration and sharing of information amongst donor and development partners with the overall mandate of strengthening aid coordination and delivery in Barbados and the OECS. The objectives of the group are to facilitate sharing information among the partners, coordinate the development partner response at subregional and country level, and to provide strategic guidance and an accountability mechanism for the ECDPG thematic subgroups. The ECDPG currently has six thematic subgroups: . Governance, Private Sector Development, Poverty and Social Sector Development, Environment, Energy, Climate Change and Disaster Risk Reduction, Macro-Economic and Public Finance Management and the Eastern Caribbean Donor Group for Disaster Management, which focuses on disaster response.

The UN System for Barbados and the OECS will continue to facilitate discussion amongst development and donor partners and, where requested, facilitate collective dialogue with Governments.

UNDAF Secretariat

The Office of the UN Resident Coordinator for Barbados and the OECS will support the UNST and the six UNDAF Outcome Groups in coordinating implementation and ongoing monitoring of the UNDAF. It will build upon the existing capacities within the UN agencies and Government counterparts to:

- prepare yearly Monitoring and Evaluation Plans and monitor implementation on an on-going basis in collaboration with the UNDAF M&E Committee;
- collate and analyse progress reports submitted by UNDAF Outcome Groups;
- collate Annual Progress Reports and make preparations for Joint Annual Reviews;
- support the UNDAF evaluation process;
- provide communications and advocacy support around UNDAF related activities and achievements;
- lead resource mobilization efforts to support implementation of the UNDAF; and
- provide secretariat support to the UNDAF Outcome Groups.

The Role of Participating Governments

The UNDAF 2012 to 2016 was developed based on the needs and priority areas identified by the Governments of Barbados and the OECS member states, where UN is the best placed partner to provide support. The 10 governments of the subregion were integrally involved in, and contributed fully to, the planning and implementation approach adopted for the UNDAF. The Governments worked with national stakeholders and the UN System to define all the results to be achieved, and committed to playing their part in implementation and monitoring. The UN System and the governments, therefore, take together full ownership of this strategic framework. In demonstration of national ownership, Governments will provide the necessary leadership and coordination of the implementation of the joint programme and projects from 2012 until the end of the UNDAF cycle in 2016. It is also expected that government will take into account the agreed results in the UNDAF when developing programme and projects with UN Agencies, Funds, and Programmes, thereby contributing to the achievement of established national development or sector goals, the MDGs and other internationally agreed goals and commitments. Governments are expected to advise on the components of the joint programmes their country will partner with the UN System to jointly implement and monitor, with time-frames for implementation. In addition, it is expected that all 10 countries will actively participate in the UNDAF Steering Committee and UNDAF M&E Committee.

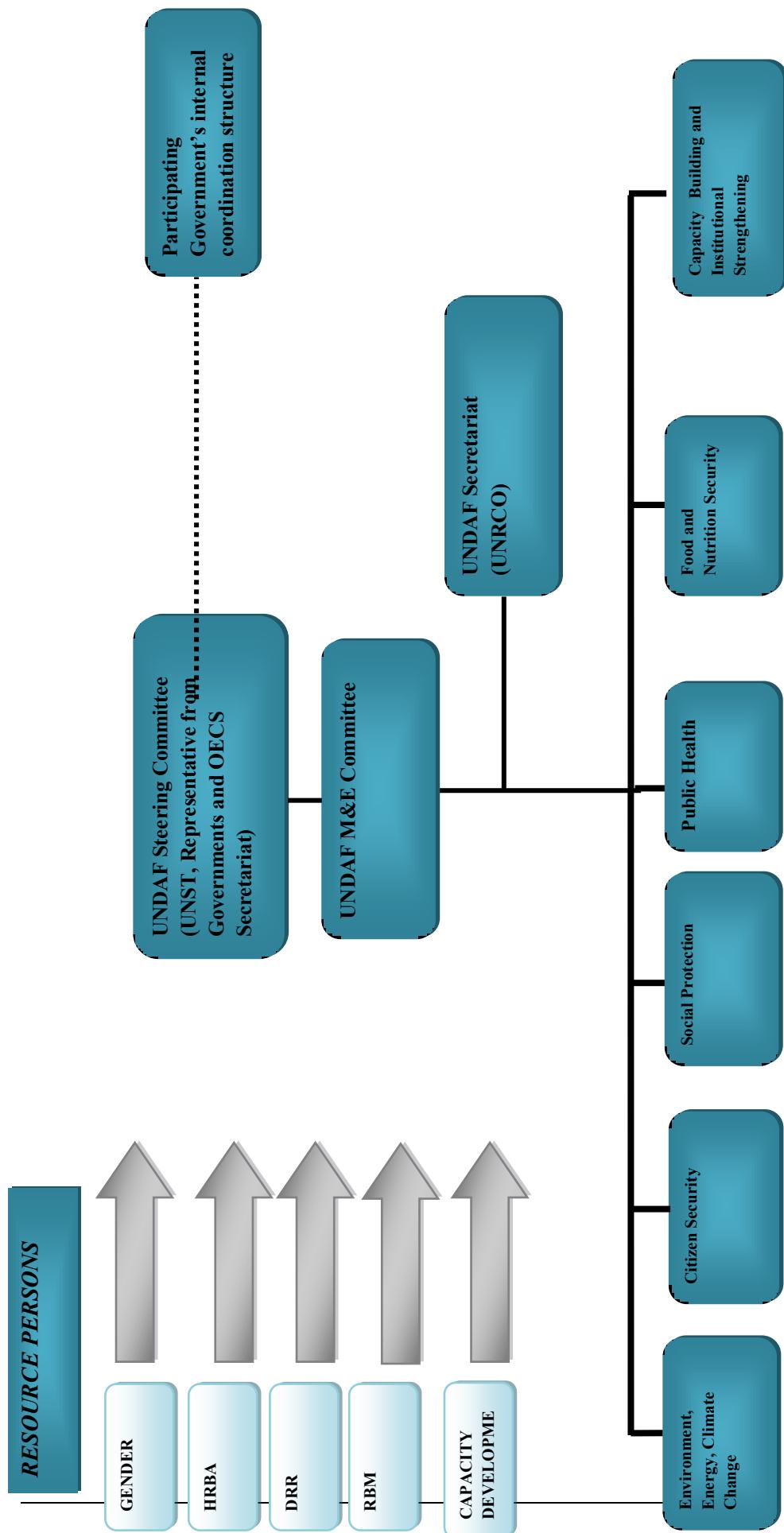
The Role of the OECS Secretariat

The UNDAF 2012 to 2016 is designed to contribute to the achievement of subregional development priorities. Achieving the UNDAF planned results, therefore, will complement the OECS Secretariat assistance to Member States to attain even higher levels of social and

economic advancement through regional integration and functional cooperation..

The OECS Secretariat will help to ensure that the UNDAF is in line with regional policies and instruments, including the OECS Economic Union. Representatives from the Secretariat will participate in a number of the UNDAF structures, including the UNDAF Steering Committee, UNDAF Outcome Groups, and the UNDAF M&E Committee.

UNDAF GOVERNANCE STRUCTURE



V. MONITORING AND EVALUATION

The UNDAF Barbados and the OECS 2012 to 2016 Monitoring and Evaluation (M&E) Framework (please refer to Annex II), which is based on a results-based management approach, will guide stakeholders in determining how well UNDAF objectives are being met, the improvements that are required during the course of programme implementation, the extent to which capacities have been strengthened, and whether there are critical needs inhibiting progress in meeting the expected results.

The UNST for Barbados and the OECS, UNEP, UNIDO and UNODC will supervise monitoring and evaluation of the UNDAF, with the support of the six UNDAF Outcome Groups and the UNDAF M&E Committee. The overall responsibility for monitoring and evaluating the UNDAF rests with the UNDAF M&E Committee. This Committee, once established, will meet quarterly and will consist of the following membership: M&E Specialists from the UN System, national

Governments, OECS Secretariat, and development partners and civil society.

The UNDAF will be reviewed annually at the UNST Annual Strategic Planning Meeting, which will take into consideration reports from the UNDAF M&E Committee, semi-annual reports from the UNDAF Outcome Groups and relevant national M&E reports. The Office of the UN Resident Coordinator will include an UNDAF update in the Resident Coordinator's Annual Report. Consideration also will also be given to monitoring reports emerging from a review of implementation of UN Country Programme Documents and Strategies. Additional monitoring will be achieved through UN joint missions, wherever possible in cooperation with development partners.

A Communication Strategy will be developed to inform the implementation, monitoring and evaluation of the UNDAF. The Communications Strategy will include activities that will see the dissemination of the UNDAF results.

VI. UNDAF 2012-2016 RESULTS MATRIX

The following UNDAF contains six priority or outcomes areas on which the UN System for Barbados and the OECS will focus their development support over the five year programming period commencing in 2012. These areas emerged from the subregional analysis undertaken and extensive consultations with the Governments of Barbados and the Organisation of Eastern Caribbean States. Subsequently, we would have shared the two drafts for review by the national governments. It is accepted that the result matrix can be further strengthened. The matrix therefore will be refined during the UNDAF implementation period, as the UN and its partners develop joint programmes for delivery of the planned outputs.

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
Outcome: <i>Improved governance and regulation of environmental and energy issues for more resilient economies by 2016</i>	Indicators: Number of communication professionals trained to report on disaster preparation and mitigation Number of countries with national adaptation plans in place Volume of clean technical finance accessed Number of countries having conducted vulnerability assessments of key ecosystems and valuation of related ecosystem services Number of countries with	Reports on Training Programmes National budgets UNFCCC National communications National policy approved by cabinet/parliament Gazetted national legislation	Assumptions: Adequate involvement/ ownership of national subregional and regional counterparts Availability of resources based on past trends or expected developments Availability of legislative drafters and capacity of AG	Governments of Barbados and the OECS to design, implement and monitor joint programmes and provide policy direction and technical inputs; Members of parliament to enact appropriate laws		UNDP/UNIDO: US\$14,700,000 UNEP: US\$10,900,000 UNESCO: US\$170,000 FAO: US\$900,000

Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	CARICOM Climate Change Task Force to guide policy and institutional development established 2009 and functioning Baseline:	policy, legislative and regulatory framework for renewable energy in place	Offices and political will to adopt legislation	Risks: Lack of capacity to drive and manage process of transformation to sustainable energy sector and to build climate resilient economies Inadequate financial resources to invest in the transformation due to high public debt levels and inability to access external finance	Energy policy in place in 1 country As a result of recent global CC negotiations, a complex array of new financing modalities	Lack of political leadership and/or leadership at senior technical levels

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>are being developed, of which there is insufficient knowledge in Caribbean SIDS due to limited human resource capacity. While there is reporting on DRR and CCA, no specific training of communication professionals has been undertaken, particularly highlighting their link to development</p> <p>Target:</p> <p>Policy, legislative and regulatory framework for EE and RE in place in at least 4 countries by 2016</p> <p>National adaptation plans in place in at least 4 countries; vulnerability assessments of key ecosystems and valuation of related ecosystem services in at least 2 countries by 2016</p> <p>Capacity of at least 80% of key technocrats and policy-makers for climate finance enhanced and 20% increase in climate finance mobilized by 2016</p>					

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
Output 1.1 <i>Knowledge and good practices disseminated and capacity development in the areas of NRM, DRR, CC, Renewable Energy, Energy Efficiency, green economy, biosafety and adherence to international standards and norms</i>	Indicators: Number of publications and good practices captured and disseminated Number of capacity development activities for policymakers in CC, RE, EE, green economy, DRR, and biosafety Number of knowledge fairs/networking opportunities Number of country and regional initiatives and projects generated through knowledge fairs/networking opportunities Baseline: Two publications produced on modeling the impact of CC, and one on gender considerations in DRR and CC, as well as best practices documented through CRMI project RE, EE and green economy are relatively under-addressed areas so few capacity development activities conducted	Functional Archive Publications	Assumption: Commitment to collaborative approach to KM and CD Countries committed to developing and implementing the necessary policy measures in support of bio technology and biodiversity	UNDP support capacity development and Knowledge management UNIDO RE Resource Mapping and Planning for development and dissemination of Renewable Energy	UNDP, UNIDO, UNEP, University of the West Indies, CARI COM and OECS Secretariats Other Partners: Academic institutions, NGOs	UNEP: US\$5,875,000 [Bio-safety]

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>There has been more attention to CC including through the CRMI</p> <p>Target:</p> <p>At least 5 publications and at least 5 regional knowledge fairs/networking opportunities</p> <p>DRR - there is an ongoing bio-safety project under which capacity development activities have been undertaken, and which is to be ramped up</p>					
Output 1.2 <i>Subregional Framework for Systematic collection of environmental data and for policy analysis and national accounting developed.</i>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of countries with manuals/protocols for data collection ensuring disaggregation by gender; Number of National Data and Information Policies drafted; Subregional Framework for data collection and policy developed. 	<p>Annually published environmental statistics disaggregated by gender</p> <p>Reports submitted to UN Agencies</p> <p>Convention Secretariats</p> <p>Reports/evaluations on training</p>	<p>HR and financial resources available</p> <p>Prioritization by Governments of data collection, dissemination and use and that government priority for the period includes environmental data analysis</p>	<p>Lead by National governments</p> <p>UNEP, UNDP, FAO and UNESCO provide technical assistance, advice, capacity development, and model structure for guidance; and work with stakeholder to mobilize the seed</p>	<p>UNEP, UNDP, FAO, UNESCO, Sustainable Development Units of CARICOM and OECS</p> <p>Secretariats, Ministries of Environment, Statistical Offices in the Participating</p>	<p>UNDP: US\$200,000 (based on joint data collection system proposed in office)</p> <p>UNEP: TBD</p> <p>UNESCO: US\$40,000.</p>

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Baseline: No systematic collection and publication of environmental data at the subregional levels</p> <p>Target: Subregional Framework for Systematic Collection of Environmental Statistics established, including protocols in at least 5 countries</p>	<p>Number of countries that integrate environmental statistics into national statistics manuals</p> <p>National Data and Information Policies and Manuals</p>	Risks: Inadequate institutional and human resources capacity	resources for achieving this output	Member States; Barbados Coastal Unit; CDEMA Other Partners: Environmental NGOs.	UNEP: US\$150,000 UNESCO: US\$40,000 UNDP: US\$5,000,000 (based on available GEF funds and potential funds from SIDS DOCK),
Output 1.3 <i>Institutional capacity to respond to CC strengthened at the sub-regional and national levels</i>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of countries with national adaptation plans drafted Number of countries having conducted vulnerability assessments of key ecosystems and valuation of related ecosystem services Number of countries with policy, legislative and regulatory framework for renewable energy drafted. 	<ul style="list-style-type: none"> Reports and evaluations on training programmes Tools and methodology for vulnerability assessment available Policy papers on renewable energy Reporting on activities and budgets by sub-regional and regional Institutions 	Risks: <ul style="list-style-type: none"> CC funding commitments of developed countries do not materialise; Inadequate capacity to access climate finance; national leadership to integrate CC and DRR in sectors other than the environment does not materialise 	UNDP, UNEP and UNESCO provide technical assistance, capacity development, and advisory services and assist with resource mobilization	CARICOM Secretariat; CCCCC; National CC Focal Points to take lead	UNESCO, UNEP, CCCCC, Caribbean Broadcasting Union, Association of Caribbean Media Workers, Sustainable Development Units of CARICOM and the OECS Secretariats; Participating Governments Other partners:

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Baseline: CARICOM Climate Change Task Force to guide policy and institutional development established 2009 and functioning</p> <p>Modeling of potential climate change impact and potential losses and damages completed and available to inform adaptation strategies and plans, but no national adaptation plans currently in place</p> <p>MoEs have experience in preparing national communications with most countries having completed or in the process of completing their second national communications</p> <p>Energy policy in place in 1 country</p>	<p>Regular published regional positions re CC strategies and negotiations</p>	<p>Assumptions: Commitment of media organization and professionals</p> <p>Funding promised by developed countries becomes reality</p> <p>Baseline data available compatible with technology</p> <p>Individual parties and countries see value and have confidence in sub-regional and regional mechanisms and are prepared to define collective positions in this regard</p>		<p>Environmental NGOs, Academic Institutions, Private Sector</p>	

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	SIDS due to limited human resource capacity to be present in related negotiations and discussions, and to undertake complex proposal development. While there is reporting on DRR and CCA, no specific training of communication professionals has been undertaken, particularly highlighting their link to development.	necessary, including the time of lead negotiators				

Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p><i>Policy assessments and plans for a renewable energy framework developed.</i></p> <p>Output 1.4</p>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of national technology assessments conducted Number of national technology action plans developed Number of countries with draft renewable energy policy. <p>Baseline:</p> <ul style="list-style-type: none"> Caribbean imports 160 million barrels of petroleum annually at a cost of US\$16b Energy policy in place in one country in the subregion Incentives in place in Barbados for use of solar energy RE potential identified in Nevis, Dominica, and St. Lucia (geothermal) Strong potential for wind, solar to be explored across subregion 	<p>Assumptions:</p> <ul style="list-style-type: none"> Cabinet memos Existence of national policies, legislation, regulatory frameworks UNFCCC National Communications Energy audit reports 	<p>Countries committed to developing renewable energy potential.</p> <p>Fossil fuel price continues to increase making RE more attractive</p>	<p>UNEP, UNDP to provide technical support, capacity development and resource mobilization through SIDSDOCK</p> <p>UNIDO builds capacity and provides tools to improve energy efficiency in water utilities at the sub-regional level</p> <p>National governments and energy sector to approve new technology</p>	<p>Other Partners: Environmental NGOs, Private Sector, Academic Institutions</p>	<p>SIDSDOCK and Adaptation Fund: US\$3,000,000</p> <p>UNDP/UNIDO: US\$500,000 - 1,000,000 (based on available GEF funds)</p> <p>UNEP: US\$50,000</p>

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	No national technology assessments to inform technology transfer options have been conducted in the subregion					
Output 1.5 <i>Improved integration of disaster risk reduction into development planning and disaster response and recovery.</i>	Target: Reduced energy consumption in at least 4 countries and renewable energy resource potential and cost-effective opportunities identified in at least 2 countries			Assumptions: Continued commitment by partners to CDM, CHC and ECDGDM; HFA commitments and reporting prioritised by countries Number of functioning HFA national platforms Percentage of persons trained from sectors other than disaster management community	CDEMA lead on CDM and support countries on HFA UNDP, UNISDR to facilitate, provide advice and capacity development support WMO, UNEP, UNESCO provide technical assistance to national institutions	UNDP/UNISDR: US\$3,000,000 FAO: US\$500,000 UNESCO: US\$90,000 UN Emergency Funds: \$150,000 to \$250,000 UNEP: US\$1,800,000 (Project - concept being formulated) TBC

Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Number of ECDGDM training and table-top exercises in preparation for multi-hazard threats</p> <p>Baseline: ECDGDM with membership of UN and non-UN humanitarian actors has clear coordination structures and updated SOPs in place No HFA national platforms in place Awareness and prioritising of DRR limited to disaster management community DRR not prioritized in finance and development planning Only 2 countries with DRM plans for the agriculture sector</p> <p>Target: Budget allocations reflect risk reduction approach across sectors, including agriculture 7 countries with DRM plans for the agriculture sector as a means of contributing to food</p>	<p>Reports and audits of ECDGDM mechanisms</p>	<p>Risks: Budgetary constraints; Lack of data in some areas may reduce the accuracy of assessments Lack of capacity (institutional and/or human) Curriculum already too crowded and some reluctance to amend</p>	<p>UN System to support response structures Ministries of Education to lead curriculum update</p>	<p>Commission Caribbean Institute of Hydrology and Meteorology Ministries of Education OECS Secretariat Other partners: Environmental NGOs</p>	

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	security	Strengthened CDM Coordination and Harmonisation Council and functioning HFA National platforms, supported by an effective ECDGDM coordination structure for regional disaster response.				
Output 1.6 <i>Capacity to draft and implement national land use policies and utilize land administration systems.</i>	Indicators: Number of countries implementing national land use development plans; Number of countries using fully integrated GIS Systems to support land use management; Number of Community-based Land Management Projects developed Baseline: 4 countries with the draft SLM in place All countries have GIS capabilities with varying degrees of land information required	Published development plan Partnership Initiative Sustainable Land Management Support Office functioning Zoning plans available in planning departments Risks: If recessionary conditions and	Assumptions: HR and financial resources available Policy and legislative framework in place Guaranteeing of land for agri-production continues to be a priority	National Governments to lead the process FAO, UNDP, UNEP support with technical assistance, advisory support, capacity development and resource mobilization Signed project documents and/or project implementation reports	National governments, UNDP, FAO, UNEP, GM/UNCCD, Government of Trinidad and Tobago, CARICOM and OECs Secretariats, Caribbean Network for Integrated Rural Development (CNIRD) Other Partners: Environmental NGOs, academic institutions	UNDP: US\$3,000,000-5,000,000 (based on GEF available funds and SGP allocation) FAO: US\$400,000 UNDP: US\$600,000 UNEP: US\$25,000 (for community based projects for 2011) - matched with resources from GM/UNCCD, FAO and the Government of Trinidad and Tobago

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Target: National land use/development plans and community-based land management projects that integrate a risk reduction approach developed and implemented in at least 4 countries</p>		<p>budgetary challenges persist, attention may not be paid to land management</p> <p>Agriculture planners unable to devote adequate time to the exercise</p>			
Output 1.7 <i>Regional policy framework for the development of a green economy,¹ drafted.</i>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of countries with gender responsive LEDS Number of countries that have developed programme to eliminate barriers to Green Economy Existence of a regional policy framework for the development of a green economy exists. <p>Baseline: Regional Policy framework</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Commitment to LEDS reflected in national strategy papers Regional Strategy adopted by COTED Programme for the elimination of barriers to green economy transformation adopted by participating countries 	<p>Participating countries are committed to transforming their economies to green principles</p> <p>Risks:</p> <ul style="list-style-type: none"> Recessionary conditions and high debt limit ability of 	<p>UNEP, UNDP, UNECLAC to provide technical assistance, capacity development and advisory services, and assist with the mobilization of resources</p> <p>National governments to approve legislation</p>	<p>UNEP, UNDP, ECLAC, CARICOM and OECS Secretariats, Others Partners: Environmental NGOs, private sector, business associations</p>	<p>UNEP. US\$3,000,000-4,000,000 (draft proposal being discussed with Member States).</p>

¹ Green proposal is one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities.

UNDAF Priority: Environment, Energy, Climate Change and Disaster Risk Reduction						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
		does not exist; and none of the countries in the subregion have LEDS.	Clear intent of Government of Barbados to transition to green economy reflected in medium term strategy and initial scoping analysis conducted.	countries to initiate transition process.		

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p>Outcome 2: Effective and inclusive governance at the national and subregional levels strengthened</p>	<p>Indicators: At least 2 national level plans of action developed through national consensus implemented Baseline: National plans of action proposed Target: Increase in the number of national plans of action discussed and implemented</p> <p>At least 2 democratic dialogue programmes initiated Baseline: Issues to be included in the democratic dialogue programmes proposed. Target: Issues adopted and dialogue initiated</p>	<p>Monitoring and Evaluation of Caribbean Human Development Report data and outputs i.e.</p> <ul style="list-style-type: none"> - HDR survey instrument for data gathering at the national level - Existence of national plans of action 	<p>Assumptions:</p> <ul style="list-style-type: none"> Government and national stakeholder buy-in Signed commitment letters from St. Lucia, Barbados and Antigua and Barbuda honoured Trust of stakeholders in government maintained - Record of decisions adopted in Parliament 	<p>UNDP to provide coordination, technical and advisory implementation support</p> <p>UNICEF will support the access and enhancement of protective law, policies, systems and services in all countries for all girls and boys especially poor/and or those vulnerable to harm, exploitation and discrimination</p> <p>UN WOMEN to provide technical and financial support to OECS countries and secretariat on family law reform and implementation and juvenile justice</p> <p>UWI to provide research support</p>	<p>UWI, Government and national stakeholders, UNDP, UNICEF UNWOMEN</p> <p>UNWOMEN: US\$380,000</p> <p>UNICEF: US\$140,000</p> <p>UNFPA: US\$40,000</p> <p>Government of Barbados and the OECS to design, implement and monitor joint programmes and provide policy direction and technical inputs;</p> <p>Members of parliament to</p>	

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security					
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
				enact appropriate laws	Resource Mobilization Targets
	Target: Increase in the number of decisions discussed nationally/regionally and proposed for adoption				
Output 2.1 <i>Policies, plans, guidelines and protocols updated in support of a more effective Criminal Justice system.</i>	Indicators: Number of countries that have conducted surveys and assessments Number of countries with updated sexual violence laws and response protocols Baseline: 1 country (Grenada) Evidence-based policies, plans, guidelines and protocols updated and developed in support of a more effective criminal justice system	Protocols developed and endorsed by authorities Pilot programme running and evaluated Target: Increase in the number of countries Number of countries with updated sentencing guidelines Baseline: Target: 6 more countries with sentencing guidelines Number of countries with updated and improved prison management policies and	Assumption: Government willingness and active participation in development of model legislation for alternative sentencing Risks: Inadequate financial resources Weak technical expertise in all countries	National and regional partners will support strengthening the legal framework in response to ending violence against women through drafting of model legislation UNODC to provide technical and implementation support and support to stakeholder consultations and to use CARICOM programmes as examples if appropriate UNICEF will provide technical and financial support to enhance the judicial system in particular for minors and child victims of abuse, exploitation and violence	UNODC UNAIDS UNICEF UNWOMEN UNFPA CARICOM Gender programme UN WOMEN to provide

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security					
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
					Resource Mobilization Targets
	<p>Baseline: action plans</p> <p>Target: Increase in the number of countries with improved policies and plans</p>			technical assistance to partners to advocate CARICOM Gender programme to continue support for CARICOM Gender Justice Advocate UNAIDS	
Output 2.2 <i>Regional and national youth crime prevention strategies and programmes for youth and adolescents developed.</i>	<p>Indicator: Number of countries fully implementing international drug conventions - the United Nations Convention on Transnational Organised Crime and the United Nations Convention on Corruption.</p> <p>Baseline: UN System Task Force on Transnational Organized Crime and Drug Trafficking as Threats to Security and Stability - public awareness and implementation links with Task Force programme areas relevant to the Eastern Caribbean</p>	<p>Assumption Report youth violence, gang membership, deportees and child victimisation Reports of UNDP regional Crime Monitoring Observatory</p>	<p>Risks: Statistics on crime prevention not accessible</p>	<p>UNODC/UN System collaboration with UNDP Citizen Security programmes developed at regional and national levels</p> <p>UNODC to provide advice and technical support for instrument design and piloting</p> <p>UNDP provides data inputs from Caribbean Human Development Report on Citizen Security and Youth-In research</p>	<p>UNODC UNDP UNICEF Other Partners: Crime prevention NGOs, youth associations, CBOs</p>

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security					
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
					Resource Mobilization Targets
	<p>Target: internal and external stakeholders awareness of, mobilized to support collective action and vision for comprehensive Eastern Caribbean specific response to the multifaceted challenges presented by TOC and drug trafficking to security, development and human rights, as well as to highlight UN work in tackling these issues as a crime prevention strategy in OECS Member States</p>	<p>research benchmarking 2010 CCYD Report.</p>		<p>UNICEF will provide technical assistance and financial support for prevention programming for children in conflict with the law</p> <p>CARICOM Secretariat updating of CCYD</p> <p>Research to support programme formulation.</p> <p>UNAIDS</p>	

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security					
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
					Resource Mobilization Targets
	Baseline: 5 pillar approach not institutionalized in Caribbean Limited crime prevention strategies and programmes for youth and adolescents. Target: Adoption and use of 5 pillar approach with gender-responsive, human rights based crime prevention programmes Targeting youth and adolescents.				UN WOMEN: US\$40,000.00 UNODC: US\$250,000 UNICEF: US\$40,000 Other Partners: NGOs
Output 2.3 <i>National juvenile justice systems improved</i>	Indicator: Number of personnel trained in case management in the juvenile justice system Baseline: To be confirmed Target: Increase in the number of persons trained. Reduction in the length of time in remand (before sentencing) Baseline: Current time in remand to be confirmed	Assumption: Report of national programme assessment on the current situation of juvenile justice Baseline: To be confirmed Target: Increase in the number of persons trained. Reduction in the length of time in remand (before sentencing) Baseline: Current time in remand to be confirmed	Assumption: Government willingness and active participation Gender assessment of crime and security responses with focus on youth	Risks: 1. Inadequate financial resources	UNICEF conducts regional assessment UNODC provides expert in drugs/crime/gangs overlap among youth, UNWOMEN to promote gender-sensitisation of court personnel and social worker for more equitable treatment of girls and youth.

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Target: Decrease by certain percentage of the current time</p> <p>Percentage reduction in caseload backlog</p> <p>Baseline: 3 months for assessment of crime</p> <p>Target: 1 month</p> <p>Baseline: Limited and ad hoc programmes on alternative sentencing for juveniles and young adults</p> <p>Target: At least 3 countries with pilot programmes on alternative sentencing for juveniles and young adults.</p>					
Output 2.4	<p>Indicators:</p> <p><i>National capacity to end violence against women and deliver more effective response to victims of violence strengthened</i></p>	<p>National data collection protocols and reports</p> <p>Training and evaluation reports</p> <p>Media reports</p>	<p>Assumption:</p> <p>Government acceptance of framework of UNiTE</p>	<p>UNWOMEN support to NWMs for police and prosecution training</p> <p>UNICEF will provide support to the prosecution, and strengthen systems for</p>	<p>UNWOMEN</p> <p>UNICEF</p> <p>UNFPA</p> <p>UNDP</p> <p>Eastern Caribbean</p>	<p>UNWOMEN: US\$200,000</p> <p>UNFPA: US\$40,000</p> <p>UNDP: US\$30,000</p>

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Baseline: To be confirmed Target: To be determined</p> <p>Number of countries with national mechanisms in place to monitor, prevent and reduce violence against women</p> <p>Baseline: To be confirmed Target: To be determined</p> <p>Target: UNITE Consensus implemented.</p>					
Output 2.5	<p>Indicators:</p> <p>Percentage of youth expressing confidence in government stewardship.</p> <p>Baseline: 20 – 30 percent of youth expressing confidence in government stewardship</p> <p>Target: Number of women, youth, persons with disabilities and elderly in parliament or on government</p> <p>Strategies to encourage/support vulnerable groups participation in government decision-making developed.</p>	<p>Democratic Governance Assessments</p>	<p>Assumption: High levels of: National and regional ownership Involvement at national, and sub-national levels Regional buy-in</p>	<p>UNDP: Coordinated Technical assistance/ funding inputs and advocacy support UN WOMEN support to women's participation in governance processes UNICEF will advocate for and support the</p>	<p>UNDP UNWOMEN UNICEF CARICOM and OECS Secretariats UWI Gender focal points</p>	<p>UNDP: US\$300,000 UNWOMEN: US\$50,000</p>

UNDAF Priority: Enabling Environment for Effective Economic and Social Governance and Enhanced Security					
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
					Resource Mobilization Targets
	para-statal boards of countries.	Percentage of officials encouraging members of vulnerable groups to engage in political dialogue through statements, PSA Baseline: TBD Target: TBD	Risks: Inadequate financial resources	participation of children and youth in functions of governance UWI CARICOM Secretariat Ministries of Legal Affairs and Justice	Ministries of Legal Affairs and Justice

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p><i>Improved social protection services and systems to reduce poverty and inequity,</i></p> <p>Outcome 3</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of countries with an articulated, coordinated and well defined social protection strategy. Number of countries to have enacted protection strategies as policy Number of recommendations of SSN assessments implemented Percentage of poorest quintile in national consumption by sex and age Percentage of countries with reformed maintenance/child support laws that increase predictability and adequacy of resource flows to single-parent households Percentage of affected persons/households <p>Assumption:</p> <p>Government and social partners committed to social protection and have the capacity to implement desired reforms</p> <p>Governments are willing to invest in social safety net programmes</p> <p>Risk:</p> <ul style="list-style-type: none"> Economic situation Lack of political will. 	<p>Government policies</p> <p>Assessment reports</p> <p>Social protection policy frameworks</p> <p>National Statistics Departments</p> <p>Number of recommendations of SSN assessments implemented</p> <p>Percentage of poorest quintile in national consumption by sex and age</p> <p>Percentage of countries with reformed maintenance/child support laws that increase predictability and adequacy of resource flows to single-parent households</p> <p>Percentage of affected persons/households</p>	<p>UN WOMEN /UNICEF: Provide technical and financial assistance to 5 countries to conduct gender-responsive social safety net assessments and carry out social protection reform</p> <p>UNWOMEN will support the development of child support guidelines as part of the child support law reform process</p> <p>UNDP: Provide support to the OECS Secretariat SPU in its joint social protection reform programme with UNWOMEN and UNICEF</p> <p>UNFPA to provide technical support to the</p>	<p>UN WOMEN</p> <p>UNICEF</p> <p>UNDP</p> <p>UNFPA</p> <p>ECLAC</p> <p>ILO</p> <p>UNAIDS</p>	<p>UN WOMEN /UNICEF: Provide technical and financial assistance to 5 countries to conduct gender-responsive social safety net assessments and carry out social protection reform</p> <p>UNWOMEN will support the development of child support guidelines as part of the child support law reform process</p> <p>UNDP: Provide support to the OECS Secretariat SPU in its joint social protection reform programme with UNWOMEN and UNICEF</p> <p>UNFPA to provide technical support to the</p>	<p>UNICEF: US\$1,200,000 UNDP: US\$75,000 UNWOMEN: US\$50,000 UNESCO: US\$400,000 UNFPA: US\$100,000 ILO: US\$208,000¹ UNAIDS: UNAIDS:</p>	

¹ The ILO can only commit to work during the biennium 2012- 2013 for which there will be an approved programme and budget. These conservative estimates reflect non-cash contributions - i.e. expert advice and technical services of ILO Officials as well as missions costs. They do not include the cost of expertise that may be provided by officials from ILO Headquarters and other offices in the Region upon request nor the costs of publications, training and promotional material which are demand-driven and therefore difficult to forecast at this time."

UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>benefiting from social safety nets</p> <p>Percentage of public expenditure on social services</p> <p>Percentage of budgetary allocations dedicated towards children, women and poor families</p>		<p>conduct of assessments of youth-responsive social protection services and systems with a specific emphasis on reproductive health</p> <p>Government of Barbados and the OECS to design, implement and monitor joint programmes and provide policy direction and technical inputs</p> <p>Members of parliament to enact appropriate laws.</p>		<p>ILO is providing training for its tripartite constituents on issues related to the Social Protection Floor and social security in the Caribbean in association with UWI Cave Hill</p>	

UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<i>Evidence based advocacy for improving the conditions of Persons with Disabilities is conducted.</i>	<p>Indicators:</p> <p>Number of advocacy sessions held with policy makers and at the community level.</p> <p>Number of persons that have been reached with information on the UN Convention on the Rights of Persons with Disabilities through radio and T.V. campaigns.</p> <p>Baseline:</p> <p>No OECS country has ratified the Convention and only 3 are signatories. Barbados has signed but not ratified Convention</p> <p>Target:</p> <p>Ratification by at least 2 countries by end 2012 and number of signatories increased by at least 20%</p>	<p>UNTC database Ministry of Legal Affairs/Attorney-General's Office, notes/minutes of working group developing policies/laws</p>	<p>Assumption:</p> <p>Government committed to meeting obligations under ratified Convention</p> <p>Risk:</p> <p>Not a priority for Government at this time as against other development challenges</p>	<p>UNRCO: Advocacy for the ratification of the Convention on Persons with Disabilities</p> <p>UNICEF UNFPA ECLAC ILO</p> <p>Other Partners: NGOs working in the field of protection of the rights of persons with disabilities</p>	<p>UNDP UNICEF UNFPA ECLAC ILO</p>	<p>UNRCO: US\$18,000²</p>

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UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p><i>Model legislation dealing with Persons with Disabilities developed</i></p> <p>Output 3.2</p> <p>Indicators: Model legislation dealing with Persons with Disabilities Number of countries with national legislation to protect persons with disabilities Baseline: Only 1 OECS country (St. Vincent) has a law specifically protecting the disabled from discrimination. Target: OECS agreed model legislation developed by 2015 National legislation under development in at least 3 countries</p> <p>Publication of legislation protecting Persons with Disabilities Hansard Reports Media reports. Public signage Percentage increase in building accessibility Percentage increase in employment of persons with disabilities Percentage of qualified persons with disabilities assessing social services</p> <p>Risk: Matter is not a priority for Governments Assumption: Government willingness and active participation in the development of a OECS model legislation</p> <p>UN WOMEN Support disabled persons' organizations to advocate for inclusion of a gender perspective in the draft law. UNICEF: Advocacy for the inclusion of specific rights for children in the draft law ILO: Technical advisory services provided for training of disabled to access labour market on equal basis UNFPA: Advocacy for the inclusion of sexual and reproductive health and rights of the disabled in the draft law UNDP: Advocacy on inclusion of vulnerable groups in the draft law</p> <p>UNWOMEN UNDP UNICEF UNFPA ECLAC ILO UNAIDS Other Partners: NGOs working in the field of protection of the rights of persons with disabilities.</p>						

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UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p><i>Improved understanding of the UN Initiative of the Social Protection Floor.</i></p> <p>Output 3.3</p> <p>Indicators:</p> <ul style="list-style-type: none"> Social mobilization strategy in place Number of national consultations held between Government, the social partners and CSOs Number of community-level advocacy sessions. Number of countries to have reformed social protection systems that are universally accessible Baseline: No social mobilization or communications strategy exists Target: Social mobilization strategy implemented by end 2011 Social protection systems in at least 3 countries more <p>Assumption:</p> <p>Strategy paper IIEC materials Media coverage Reports of consultations</p> <p>Reformed social protection systems (i.e. documentation, correspondence)</p> <p>Risk:</p> <p>Government has inadequate capacity to design and implement effective but imaginative strategy</p> <p>UNICEF will support the reform and development of social protection that includes children, and especially those who are currently excluded</p> <p>UNFPA will be working for raising awareness against sexual violence and for improving access to services for the victims</p> <p>UN WOMEN will support partners in advocating for social protection systems that are structured to address women's specific vulnerabilities</p> <p>UNDP will support the OECS SPU in advocating for social protection systems that provide basic levels of human rights-</p> <p>UNICEF: US\$200,000 ILO: US\$36,000⁴ UN WOMEN: US\$50,000.00 UNFPA: US\$40,000</p>						

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UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups	Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
		responsive to human rights-based concerns			based support		
Output 3.4 <i>Policies and curricula for quality, comprehensive and inclusive education is developed</i>	Indicators: Number of countries that have adopted revised HFLE curricula at primary and secondary levels Number of countries that have revised policies that reflect criteria for Child Friendly Schools Baseline: HFLE curricula not a CXC subject 0 countries that have revised policies and education plans that reflect criteria for Child Friendly Schools Target: Comprehensive, inclusive and child-centred education policies, plans and curricula in 7 countries.	Approved policy papers and revised curricula in Ministries of Education Reports on policy reviews	Risks: Inadequate financial resources Inadequate commitment at the institutional/governmental level	UNICEF and UNESCO to advocate and support policy development and curriculum reform UNFPA: Support to strengthening sexuality component of the HFLE curriculum in partnership with CARICOM UNDP will advocate and support policy development by highlighting linkages among quality, comprehensive and inclusive education, poverty reduction and economic resilience	UNICEF UNESCO UNDP UNFPA ECLAC UN WOMEN UNAIDS Ministries of Education National Commissions for UNESCO OECS Secretariat CARICOM Other partners: Academic institutions	UNESCO - US\$300,000 UNICEF - US\$500,000 UNFPA: US\$20,000	
Output 3.5 <i>A framework for improved and harmonized</i>	Indicators: Framework/report of harmonized regional poverty measures that include	Reports of Social Welfare Departments	Assumption: Governments have the capacity (human and	UNDP partnership with CDB and other agencies to address poverty and	UNICEF - harmonization of CPA and MICS	UNDP: US\$45 000 UNICEF: US\$100,000	

UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups	Outcomes <i>measures of poverty that are specific to the SIDS context is developed.</i>	Indicators/Baseline/Target vulnerability, exclusion and risk concepts developed Number of poverty assessments, strategies, and/or national development plans that reflect harmonized measures of poverty	Means of Verification Reports of National Statistics Departments	Risks and Assumptions financial) to invest in harmonization of measures	Role of Partners vulnerability measures in CPAs and PRSPs	Implementing Partners UNICEF will support the development and piloting of harmonized measures of vulnerability and measures in CPAs and PRSPs	Resource Mobilization Targets tools UNDP: partnership with CDB and other agencies to address poverty and vulnerability measures in CPAs and PRSPs ECLAC UNAIDS Other partners: National and international NGOs.
		<p>Baseline: Limited harmonized measures of poverty that include vulnerability, exclusion and risk concepts</p> <p>Target: Agreed harmonized poverty measures that include vulnerability, exclusion and risk concepts</p>		<p>Risk: Not arriving at harmonization of measures in the region</p>			
Output 3.6	<i>National capacity to apply social budgeting approaches to national and sectoral budgets is improved.</i>		Indicators: Number of national assessments that determined local capacities for social budgeting Number of countries employing social budgeting approach in their national budget	<p>Assumption: Ministry of Finance Reports National government budget</p>	<p>Level of Government commitment to the social budgeting approach. Social budgeting will affect social expenditure</p>	<p>UNWOMEN: Technical assistance re development of GRB UNICEF: support in social budgeting analysis UNDP will contribute to development of GRB and apply gender analysis in</p>	UNICEF: US\$300,000 UNICEF UNDP ECLAC UNAIDS

UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups						
Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>Number of sectoral budget processes in which gender responsive budgeting (GRB) is incorporated.</p> <p>Number of Ministries of Finance that have institutionalized gender responsive budgeting in their standard operations.</p> <p>Baseline:</p> <p>Average:</p> <ul style="list-style-type: none"> 11.76% to 16.97% in Education; 5% to 12% in Health; 4%- 10% in Protection, Youth and Social Welfare <p>Target:</p> <p>10% increase in the proportion of GDP going towards social budgets (health, education, protection, youth and social welfare)</p>	<p>Risk:</p> <p>Resistance from some sectors to the use of social budgeting approach and the concept of GRB</p>	<p>its work with CDB and other agencies to address gender-sensitive poverty and vulnerability measures in CPAs and PRSPs</p>			

UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p><i>An updated Regional/ subregional TVET policy is prepared that responds to the needs of the labour market, domestic industry and innovation.</i></p> <p>Output 3.7</p>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of countries developing national TVET policies Number of institutions offering quality TVET programmes <p>Baseline:</p> <p>Outdated TVET policies that do not reflect the current needs of the labour market, domestic industry and innovation.</p> <p>Target:</p> <p>TVET policy revised at the CARICOM and or OECS levels</p>	<p>Approved TVET policy documents</p> <p>Training reports</p> <p>Reports of UNESCO Global Network of TVET Institutions</p>	<p>Assumption:</p> <p>Political commitment and willingness of policy makers and institutions</p> <p>Risks:</p> <p>Lack of resources. Quick saturation of the labour market for TVET graduates</p> <p>Assumption:</p> <p>TVET graduates will have job opportunities</p>	<p>UNESCO provides technical assistance and advisory services for TVET actions</p> <p>ILO in collaboration with UNESCO provides technical advice and expertise to Caribbean Association of National Training Agencies (CANTA) and member countries in the areas of skills development, inclusive vocational education and competency-based education. CANTA coordinates the activities of the training agencies in developing occupational standards for the award of the Caribbean Vocational Qualification (CVQ), which facilitates free</p>	<p>ILO</p> <p>UNESCO</p> <p>OECS Secretariat</p> <p>CARICOM Secretariat</p> <p>Other Partners: Private sector, business associations and NGOs focusing on entrepreneurship and innovation.</p>	<p>UNESCO: US\$100,000.</p> <p>ILO: US\$100,000⁵</p>

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UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
Output 3.8 <i>Decent work agenda, inclusive markets and green jobs are promoted in micro/small/medium enterprises.</i>	Indicators: Number of micro/small/medium enterprises in operation with ownership disaggregated by sex and age Informal sector employment as a percentage of total employment Percentage of poor single-headed households with increased income Percentage of green businesses out of the total	Training, vocational training and TVET reports and related programme strategies Reports of the Ministry of Labour and/or Chamber of Commerce Reports of the Ministry of Labour and/or ILO ILO reports Ministry of Labour	Lack of resources, complex procedures and delays in registering new businesses Risk: Reports of the Ministry of Labour and/or Chamber of Commerce Reports of the Ministry of Labour and/or ILO ILO reports Ministry of Labour	movement of skilled labour under the provisions of the Caribbean Single Market and Economy (CSME).	UNWOMEN ILO will provide guidance on DWA and will include its network of employers and workers' organizations in the consultations on implementation of the training programmes aimed at promoting skills for employment and SME development. UNDP will link income generation, sustainable livelihoods and SME and	UNWOMEN ILO UNDP Other Partners: National and international NGOs, workers' associations, private sector, business associations.

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UNDAF Priority : Social protection and poverty reduction with a focus on vulnerable groups	Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
		<p>work agenda not perceived as a development agenda</p> <p>Target:</p> <p>Decent Work Country Programmes (DWCPs) implemented as agreed with the constituents and shared with other relevant stakeholders through enhanced policy coherence.</p> <p>10% increase in number of persons participating in small business training programmes disaggregated by sex and age.</p> <p>10% increase in number of micro/small/medium enterprises</p>			innovation activities through CARUTA, GEF and CorICCS in its promotion of decent work and inclusive markets		

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<p>Outcome: <i>By 2016 there is strengthened policy, legislative framework and food production environment towards higher levels of food and nutrition security.</i></p> <p>Indicators: Number of countries with strengthened frameworks and production environments prepared</p> <p>Baseline : Target : 5</p> <p>8% increase in national production of selected vegetables, fruits, fish and animal products</p>	<p>Indicators: Completed documents available</p> <p>National and sub-regional sector reviews</p> <p>International agencies (FAO, IFAD, and other relevant agencies) data-bases</p>	<p>Assumption: Food and nutrition security remains a priority of the governments</p> <p>Targeted stakeholders are ready to accept change and to buy in to proposed changes</p>	<p>UNDP to focus on livelihoods.</p> <p>PAHO to focus on nutrition and food safety</p> <p>Governments of Barbados and the OECS to design, implement and monitor joint programmes and provide policy direction and technical inputs;</p>	<p>Risks: Legal and policy officers in the Ministries are not available</p>	<p>2011 production levels</p> <p>Target: 10% increase in 6 countries</p>	<p>FAO: US\$1,180,000 UNDP: US\$50,000 PAHO: UNWOMEN UNAIDS:</p>

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	Percentage in backyard food production disaggregated by sex of producer (rural and urban) Baseline – 2011 level of backyard food production disaggregated by sex of producer (rural and urban) Target – 10%					
Output 1.1 <i>National capacity for the preparation and implementation of food and nutrition security policies improved.</i>	Indicators Number of countries with staff trained in food and nutrition planning. Baseline = TBD Target = 10 Number of countries with trained persons supporting the preparation and implementation of food and nutrition strategies. Baseline = TBD Target = 7	Risks: Reports of the training programmes Baseline = TBD Target = 7	 Government counterparts are not available to participate in the training Baseline = TBD Target = 7	FAO and PAHO to provide technical assistance and training on policy analysis and formulation with respect to food and nutrition security UNAIDS to ensure adequate attention to interest groups	FAO, PAHO, UNAIDS Other partners: National and international NGOs, environmental NGOs, agricultural associations	FAO: US\$80,000
Output 1.2 <i>A regional programme and national pilot</i>	Indicators: Regional programme for youth involvement in	Completed document.	Assumptions: All countries will fully participate	UNICEF will provide technical assistance as	FAO, UNICEF, UNDP, UNWOMEN	US\$300,000

UNDAF Priority: Improved Food and Nutrition security:

Outcomes	Indicators/Baseline/Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<i>projects for the involvement of young persons in agriculture developed.</i>	agriculture exists Baseline – 0 Target – 1 Target = Yes Number of countries implementing pilot projects on youth in agriculture. Baseline – 0 Target – 4	Reports on pilot programmes	in the study The involvement of youth in agriculture is a priority of governments	Risk: Inadequate funding to support the pilot programmes	well as support the subregional programme FAO will finance pilot projects UNDP will support subregional programme and pilot projects UNWOMEN will ensure gender sensitivity	Other Partners: Youth associations, business associations, NGOs focusing on youth entrepreneurship, academic institutions
<i>Output 1.3 DRM plans and production techniques/ technologies to support climate resilient agriculture-related livelihoods is provided within rural and urban communities.</i>	Indicators: 1. Number of countries with DRM/CCA plans for the agricultural sector developed Baseline – 2 Target – 4 Number of countries with capacity in production techniques and technologies (by rural and urban) Baseline = TBD Target = 10	National DRM plans and sector plans National Statistics Departments Baseline survey	Assumption: Technologies are affordable and appropriate to the production systems in use	FAO provides technical assistance in production techniques and technologies UNDP provides financial support for livelihoods projects UN WOMEN and UNICEF support demonstrations for target groups and schools	FAO, UNDP, UNICEF, UNWOMEN Other partners: National and international NGOs, environmental NGOs, private sector.	

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases

Outcomes	Indicators/Baseline/ Target Verification	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
Outcome: 5 <i>Enabled environment for the reduction of the incidence, morbidity and mortality from HIV and non-communicable diseases</i>	Indicators: Regional Strategic plan in place with action agenda for its implementation at the national level Number of countries with implementation plans for their National Strategic Plans Percentage expenditure on HIV Number of parliamentarians advocating on issues of stigma and discrimination Number of countries where tripartite representation (with workers and employers and Ministries of Labour) is ensured on HIV/AIDS relevant bodies Number of schools in which nutrition has been added to the school curriculum Number of countries with food-based dietary guidelines	Structured Assessment of reporting sites Utilization of surveillance indicators Periodic audits (internal and external) Policies addressing stigma and discrimination, as well as HIV and NCD programming in place. National dietary guidelines and nutrition education programmes PANCAP's Regional Strategic Plan is in place and currently being implemented	Risks: Under-reporting of information Unavailable data Members of parliament to enact appropriate laws	Governments of Barbados and the OECS to design, implement and monitor joint programmes and provide policy direction and technical inputs PAHO:	UNFPA: US\$270,000 FAO: US\$400,000 UNESCO: US\$300,000 UNWOMEN: US\$200,000 ILO: US\$100,000 ⁸ UNAIDS:	

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UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners Targets
	prepared Percentage of HIV positive persons with access to ARV. Baseline: Prevalence of NCDs (2011 PAHO NCDs Basic Indicators): Diabetes Prevalence available in 5 countries/territories (ANG: 25%, BAR: 11.7%; DOM: 17.7%; SCN: 7.6%; BVI: 12.1%) Hypertension Prevalence available from 4 countries/territories (ANG: 5%, BAR: 29.1%; DOM: 32.1%; SCN: 35%; BVI: 36.4%)	at local and regional levels			Resource Mobilization Targets

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	<p>reports on NCD mortality,⁴ on NCD morbidity, and 3 on NCD risk factors. Only 3 countries produced regular reports on all three NCD indicators.</p> <p>Stigma and discrimination are important challenges and legislative reform is required to ensure the human rights of vulnerable populations and those infected with HIV are respected.</p> <p>Target:</p> <p>Ten countries have established adequate systems for surveillance of HIV and NCDs to enable countries to better understand their HIV epidemic and NCD prevalence and to inform decision making, and increase access to related health services.</p> <p>At least 60% of countries have policies to support HIV and non-communicable disease programmes that address stigma and discrimination among vulnerable groups, taking into account gender-</p>					

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases

Outcomes	Indicators/Baseline/ Target Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	based HIV vulnerabilities. Countries have improved HIV and nutrition education, and clear dietary guidelines.				
Output 5.1 <i>Policies to address stigma and discrimination in vulnerable populations are revised and promoted</i>	Indicators: Existence of policies Number of parliamentarians advocating on issues of stigma and discrimination Percentage of state and private companies that have HIV work place policies or have implemented relevant work place programmes Number of countries with food-based dietary guidelines prepared	Health system and other social data Existence of policy instruments Bills and laws adopted where workplace policies are reflected Awareness-raising campaigns organized	This remains a priority area for the countries over the period of the UNDAF Ministry of Education is willing to accept changes to school curricula.	Assumption: Agencies identify country needs; collaborate for effective response; and provide appropriate policy advice and technical support	UN WOMEN: US\$200,000.00 UNFPA: US\$100,000 FAO: US\$400,000 ILO: US\$100,000 ⁹ UNODC, UNAIDS, UNOHCHR, UNDP, PAHO/WHO, UN WOMEN, UNFPA, FAO, ILO Ministries of Labour, employers and workers' organizations, National AIDS Programmes, Ministries of Health
	Baseline: Project in place to assist parliamentarians in advocating on issues of	Percentage increase in media cover stories on ending stigma and discrimination over 2011 base year	Risk: Inadequate human and financial resources	Other partners: Human Rights	

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UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners Resource Mobilization Targets
	<p>stigma and discrimination but few parliamentarians publicly advocating the issue. No such programme in the OECS.</p> <p>Countries have draft work place policies</p> <p>Few schools with nutrition as part of curriculum</p> <p>4 countries with food based dietary guidelines prepared</p>	<p>Written school curricula with nutrition education included</p>	<p>Target: At least 6 countries have policies to support HIV and non-communicable disease programmes that address stigma, discrimination and vulnerabilities</p>	<p>Advocate for work place policies to be adopted or included in national HIV/AIDS revised policies in at least 4 countries</p> <p>All new programmatic, prevention-oriented responses take account of gender-based HIV vulnerabilities</p>	<p>NGOs, FBOs, Media.</p> <p>The ILO will continue through ILO Recommendation No 200 to raise awareness and provide technical advisory services to the ILO constituents on national work place policies and for implementing work place programmes as required in at least 4 OECS countries</p>

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners Targets
	At least 6 countries have developed food based dietary guidelines and integrated nutrition into school curricula				
Output 5.2 <i>HIV/AIDS operational plans developed and national capacity on M&E, education and media increased in support of multi-sectoral response to HIV/AIDS.</i>	Indicators: Number of countries with HIV and AIDS operational plans for the Education Sector Teacher-training certification course established Number of experts trained in design, monitoring and evaluation of programmes using the cultural approach to HIV and AIDS Number of media professionals trained in coverage of HIV and AIDS	Training and evaluation reports Strategic plans School Health plans	Assumption: Cooperation between Ministries of Health, Education, Culture and media associations	UNESCO to provide technical support and advisory services to pre-service teacher training and certification programmes UNFPA will work for proper inclusion and training in sexual and reproductive health within the HFLE in and out of school curriculum UNAIDS	UNESCO, UNFPA, UNAIDS, Caribbean Broadcast Media Partnership for HIV and AIDS Sub-regional and national media associations Ministries of Education National AIDS Programmes PANCAP

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	HFL/E ongoing in all countries			young organizations, FBOs, gender associations		
	Target: Media coverage of HIV/AIDS strengthened in at least 5 countries and 50% of media professionals trained in coverage of HIV and AIDS. HIV and AIDS operational plans for the education sector developed and teachers trained in life skills-based education, including sexuality education, in at least 3 countries					
Output 5.3	Indicators: <i>National capacities and systems for surveillance of NCD/HIV strengthened and policies and legislation on NCD/HIV updated.</i>	Number of countries in which the needs of the National Surveillance system has been assessed. Number countries with updated policies on NCD/HIV. Number of countries with updated legislations on NCD/HIV. Number of countries with	Health information system and other social data MICS HIV surveillance system Existence of policies and legislation	Assumption: This remains a priority area for the countries over the period of the UNDAF. Availability of UN resources to respond	Identify country needs Collaborate for effective response Provide appropriate technical support	UNODC UNAIDS PAHO/WHO UNFPA Other partners: NCD and HIV/AIDS NGOs

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners Targets
	<p>multi-sector staff trained on surveillance of NCD/HIV system.</p> <p>Baseline:</p> <p>Reporting on UNGASS indicators in Barbados and the OECS ranges from 27% in Dominica to 77% in St. Lucia, with 5 of the 10 countries reporting on 50% or more. Reporting on indicators relating to most vulnerable populations is low, indicating that national decision makers have not achieved clear understanding on the most at risk populations in the epidemic. Counselling support, particularly for at risk groups, needs to be strengthened.</p> <p>Target:</p> <p>All countries have adequate and functional sites and systems for surveillance of HIV and NCDs and capacity of statistics offices, Ministries of Health, and national aids</p>				

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
	commissions strengthened through networking, exchange of experiences and training opportunities.	HIV prevalence and incidence among population between 0 – 25 reduced by 25% Obesity in females and males reduced by 25%. Policies and updated legislation in place to restrict use of alcohol among minors, support counselling in schools to address the problem of drug and alcohol abuse by students, and integrate substance use and HIV prevention messages into youth services in at least 3 countries.				UNFPA: US\$100,000 UNODC UNAIDS PAHO/WHO UNFPA Other partners:
Output 5.4 <i>Advocacy, capacity building and technical assistance to increase availability and access to user friendly, quality health care services</i>	Indicators:	Health management systems and other social data (punctual surveys) MICS? Number of countries receiving support to develop technical funding proposals to acquire access to anti-retroviral drugs and dependence treatment. Number of countries receiving	Assumption: This remains a priority area for the countries over the period of the UNDAF Availability of UN resources to respond	Identify country needs Collaborate for effective response Provide appropriate technical support	UNODC UNAIDS PAHO/WHO UNFPA	

UNDAF Priority: Public Health in Context of the Development Agenda Using Rights-Based Approach, Maintaining Focus on HIV/AIDS and Non-Communicable Diseases						
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
<i>for prevention and treatment of HIV and NCDs supported.</i>	<p>support to develop and pilot innovative programmes to motivate public health care staff.</p> <p>Number of countries with improved capacity to provide quality public and private youth friendly services.</p> <p>Baseline: In most countries user friendly and quality health care services are mainly in the private health sector at a higher cost than in the public sector, which reduces access by many.</p> <p>Target: At least 60% of member states will have in place public access to user friendly and quality health care services in both the public and private health care sector.</p>	<p>available to HIV+ drug using population</p> <p>Drug dependence treatment successfully mainstreamed in health care systems</p>			NGOs supporting testing and treatment for HIV/AIDS and NCDs.	

Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners	Resource Mobilization Targets
Outcome: 6 <i>Social, environmental and economic data collection is harmonized and access increased for use in policy and decision making processes at the subregional and national levels</i>	Indicators: Number of countries that have multi-sectoral and integrated data collection and dissemination systems in place Number of NSOs increasing capacities in data collection, analysis and reporting/ publishing Number countries publishing reports on statistical data	MICS reports Reports on training workshops National Statistics Offices National MDG Assessments Number countries publishing reports on statistical data	Assumption: Political commitment to undertake data collection, analysis and dissemination initiatives	UNDP to support establishment of an integrated framework for sharing and dissemination of multi-sectoral data through the development of integrated M&E frameworks for institutional strengthening of key national stakeholders	UNICEF UNFPA UN WOMEN UNDP ILO: US\$150,000 ¹⁰ UNESCO: US\$50,000	

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UNDAF Priority: Capacity Building and Institutional Strengthening					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
					Resource Mobilization Targets
	collection offices and government line ministries in 10 countries strengthened in data collection, analysis, reporting, harmonization and dissemination within an integrated framework		UNICEF: support the development of sectoral and administrative M&E systems in Health, Education and Protection		
Output 6.1 <i>A regional framework of harmonized data definitions, concepts and indicators is developed and technical assistance is provided for socio-economic and environmental data collection and analysis</i>	Indicators: Number of countries that have completed data and capacity audits. Number of countries that have integrated data collection and management systems Number of countries conducting Multiple Indicator Cluster Survey (MICS). Existence of a framework for data harmonization Number of countries with LMIS	Assumption: National Statistics Offices CPAs and/or PRSS	Capacity and willingness of partners working in this area to reassess current measures or integrate alternative measures	UNDP and UNICEF: support National Statistics Offices in utilizing HBS, SLC and census data for extraction of social, gender and poverty data. Support to sectoral ministries to construct vulnerability and resilience indices for Caribbean SIDS and to develop quality indicators according to the localized MDGs	UNESCO: US\$50,000. ILO: US\$100,000 ¹¹ UNDP: US\$115, 000 UNICEF: US\$500,000 UN WOMEN: US\$50,000.00 UNFPA: US\$30,000 OECS Secretariat and sectoral departments/ line ministries in the establishment of data collection systems such as DevInfo UNDP:

¹¹ The ILO can only commit to work during the biennium 2012- 2013 for which there will be an approved programme and budget. These conservative estimates reflect non-cash contributions - i.e. expert advice and technical services of ILO Officials as well as missions costs. They do not include the cost of expertise that may be provided by officials from ILO Headquarters and other offices in the Region upon request nor the costs of publications, training and promotional material which are demand-driven and therefore difficult to forecast at this time.

UNDAF Priority: Capacity Building and Institutional Strengthening					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners Targets
	<p>Baseline: Poverty line measures and vulnerability and resilience indices do not capture the various dimensions of poverty, vulnerability and resilience found in SIDS. Weak frameworks for data collection, analysis and sharing across sectors for integrated planning. OECS excluded from many data sets on 2010 HDR due to data unavailability.</p> <p>Target: Agreed harmonised poverty measures that include vulnerability, exclusion and risk concepts.</p>		<p>Consultation with CDB and other partners to review CPA/PRS methodology and measures of poverty</p> <p>UNESCC: support to line ministries (Education, Culture and the Sciences) in data collection, analysis and reporting</p> <p>UN WOMEN: support to implementation of integrated data collection systems on gender-based violence</p>		

UNDAF Priority: Capacity Building and Institutional Strengthening					
Outcomes	Indicators/Baseline/ Target	Means of Verification	Risks and Assumptions	Role of Partners	Implementing Partners
Output 6.2	Indicators:	Assumption:	UNICEF: support capacity building of NSO and line ministries/sectoral departments in M&E	UNICEF ILO UNAIDS UNDP UNFPA	UNDP:US\$100 000 UNICEF:\$400,000 ILO:US\$50,000 ¹² UNFPA:US\$170,000
<i>Capacity building and advocacy in support of data analysis, dissemination and use by national policy and decision-makers.</i>	<p>Number of persons per country with knowledge and skills on data analysis and dissemination</p> <p>Number of countries that are agreeing to enforce the Freedom of Information Act</p> <p>Number of policy-makers per country committing to evidence-based decision making and budgeting</p> <p>Number of countries with platforms or publications for the dissemination of socio-economic and environmental data</p>	<p>Reports of NSO and line ministries</p> <p>Strong commitment to pursue this activity at the national level</p> <p>Capacity of government to collect, analyse, report and collaborate within an integrated system</p> <p>Support capacity development in gender-sensitive ‘monitoring for development’ approaches including PSIA, MDG monitoring</p>	<p>Lack of financial resources and capacity to carry out the exercises</p>	<p>Support to national advocacy efforts around development of legislation governing dissemination of data and/or amendment of Statistical Acts</p> <p>Partner with OECS Secretariat to support</p>	

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UNDAF Priority: Capacity Building and Institutional Strengthening						
<i>Outcomes</i>	<i>Indicators/Baseline/ Target</i>	<i>Means of Verification</i>	<i>Risks and Assumptions</i>	<i>Role of Partners</i>	<i>Implementing Partners</i>	<i>Resource Mobilization Targets</i>
	dissemination of data across line ministries and NSOs in 5 countries and implemented in at least 5 countries		capacity development of senior policymakers in integrated data analysis and use	UNFPA: Partner with OECS Secretariat to support capacity of National Statistical Office in Census Preparation ILO: Support to the CSOs for the implementation of Labour Force Survey and to the Ministries of Labour for the establishment of LMIS in consultation with other labour and economic partners and in collaboration with the OECS Secretariat		

VII. UNDAF M&E PLAN

	2012	2013	2014	2015	2016
Survey/studies	Baseline studies to fill missing data gaps for UNDAF reporting. Surveys and studies	Baseline studies to fill missing data gaps for UNDAF reporting.	Surveys and studies	Subregional Analysis	
Monitoring Systems	Regular monitoring of MDG/UNDAF indicators through the period	UNDAF Indicator framework to be updated	UNDAF Indicator framework to be updated	UNDAF Indicator framework to be updated	UNDAF Indicator framework to be updated
Monitoring Systems	Data for indicators will be collected on a quarterly basis and quarterly progress reports produced. UNDAF Outcome Groups to send annual progress reports indicating achievements, challenges/bottlenecks and recommendations for the current year, for implementation in the following year.				
Monitoring Systems	On-going data collection	On-going data collection	On-going data collection	On-going data collection	On-going data collection
Evaluations			UNDAF Progress Report Conduct of Joint Programming Evaluation		UNDAF Evaluation

	2012	2013	2014	2015	2016
Reviews	Annual Work Plan review by UNDAF Outcome Groups UNDAF Outcome Groups quarterly reports UNDAF Annual Review Agency-specific consultations to review individual agency programmes and projects	Annual Work Plan review by UNDAF Outcome Groups UNDAF Outcome Groups quarterly reports UNDAF Annual Review Agency-specific consultations to review individual agency programmes and projects	Annual Work Plan review by UNDAF Outcome Groups UNDAF Outcome Groups quarterly reports UNDAF Annual Review Agency-specific consultations to review individual agency programmes and projects Mid-Term Review of Country Programme Reviews (EXCOM Agencies)	Annual Work Plan review by UNDAF Outcome Groups UNDAF Outcome Groups quarterly reports UNDAF Annual Review Agency-specific consultations to review individual agency programmes and projects	Annual Work Plan review by UNDAF Outcome Groups UNDAF Outcome Groups quarterly reports UNDAF Annual Review Agency-specific consultations to review individual agency programmes and projects End of Cycle Review of Country Programme Reviews (EXCOM Agencies)
M&E capacity development	Further capacity development of in-country focal points UNDAF Outcome Groups/ UN Programme Specialists in HRBA, gender mainstreaming and RBM with emphasis on monitoring and evaluation.	Ongoing capacity development at the subregional level	Ongoing capacity development at the subregional level	Ongoing capacity development at the subregional level	Ongoing capacity development at the subregional level
Use of Information	RC Annual Report 2012 Monitoring Reports of UN Country Programme Documents and Strategies Reports produced from Reviews disseminated to key development partners	RC Annual Report 2013 Monitoring Reports of UN Country Programme Documents and Strategies Reports produced from Reviews disseminated to key development partners	RC Annual Report 2014 Monitoring Reports of UN Country Programme Documents and Strategies Reports produced from Reviews disseminated to key development partners	RC Annual Report 2015 Monitoring Reports of UN Country Programme Documents and Strategies Reports produced from Reviews disseminated to key development partners Subregional Analysis Preparation	RC Annual Report 2016 Monitoring Reports of UN Country Programme Documents and Strategies Reports produced from Reviews disseminated to key development partners Preparation for UNDAF 2017 to 2021