

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number PSP 2019 BAR

3. Joint programme title: Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean: Universal adaptive social protection modeled at the community, national and sub-regional levels.

4. Short title: Universal adaptive social protection in the Eastern Caribbean

5. Country and region: Barbados, Saint Lucia, Eastern Caribbean Countries (ECC)

6. Resident Coordinator:

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 - WFP: Sarah Bailey, Head of Programme, WFP, (sarah.bailey@wfp.org)
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8. Government Joint Programme focal point:

- **St Lucia:** Tommy Descartes, Department of Economic Development, Transport and Civil Aviation (tdescartes@gosl.gov.lc)
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- **OECS Commission:** Yoshabel Durand, Programme Officer, Human and Social Cluster (yoshabel.durand@oeecs.int)

9. Short description:

This Joint Programme contributes to the development of an adaptive¹ and universal social protection system in Saint Lucia and Barbados through integrated policy development, programme design and service implementation. The Joint Programme takes an innovative approach to modelling and piloting at community, national and sub-regional levels, which will complement national plans and leverage resources from existing policy loans from international financial institutions. The programme will utilize research, analysis, monitoring and evaluation to support the evidence-based development of an adaptive system towards progressive universal coverage of social protection, while facilitating replication and expansion to Eastern Caribbean Countries (ECC) through South-South exchange under the OECS

¹ Throughout this document, we intend *adaptive social protection* to include measures which aim to build resilience of the poorest and most vulnerable people to climate change by combining elements of social protection, disaster risk reduction and climate change adaptation; and *shock-responsive social protection* to encompass the adaptation of routine social protection systems and programmes to support people at risk of or impacted by climate-related, economic and political shocks affecting a large proportion of the population simultaneously (covariate shocks).

framework. This will also include strengthening the OECS Commission to support scale-up and sustainability of interventions and implementation across the ECC.

10. Keywords:

Adaptive social protection, universal social protection, shock-responsive social protection, disaster risk management, climate change adaptation, cash transfers, Eastern Caribbean, leave no one behind

11. Overview of budget

Joint SDG Fund contribution	USD \$ 3,000,000
PUNOs co-funding*	USD \$ 1,804,402
UNICEF	USD \$ 757,155
WFP	USD \$ 451,430
UNDP	USD \$350,000
UN Women	USD \$ 160,000
ILO	USD \$ 85,817
TOTAL	USD \$ 4,804,402

*Agencies co-funding includes resources for project implementation and also in-kind contribution.

12. Timeframe:

Start date	End date	Duration (in months)
15 January 2020	31 May 2022	28.5 months

List of marginalized and vulnerable groups	Direct influence	Indirect influence
Women	X	
Children	X	
Youth		X
Persons with disabilities	X	
Older persons	X	
Migrants		X

13. Gender Marker: 2

14. Target groups *(including groups left behind or at risk of being left behind)*

15. Human Rights Mechanisms related to the Joint Programme Universal Periodic Review (UPR):

With respect to the UPR, the vast majority of recommendations Saint Lucia and Barbados related to ratifying additional human rights instruments, establishing National Human Rights Institutions (NHRIs) in compliance with the Paris Principles, abolishing the death penalty, gender equality, combating violence against women and children, addressing the rights of marginalized groups, and adopting measures to improve law enforcement and the administration of justice. However, during the second and third cycles of the UPR both Saint Lucia and Barbados received recommendations relating to inclusive data collection, poverty reduction, and social protection, including the following:

- Saint Lucia: A/HRC/31/10/88.105-88.110 (UPR, 2015)
- Barbados: A/HRC/38/12/96.87-96.91; 96.103 (UPR, 2018)

Treaty bodies

Due to limited human, financial and technical capacity both Saint Lucia and Barbados have been unable to make timely submissions of their periodic reports to treaty bodies. As a result, relevant concluding observations and recommendations regarding inclusive data collection, development, economic empowerment, poverty reduction and social protection have come primarily from the CRC and CEDAW Committees, including the following:

Saint Lucia:

- CRC/C/LCA/CO/2-4/15(a)-(e); 17; 51(a)-(c); 53 (CRC, 2014)

Barbados:

- CEDAW/C/BRB/CO/5-8/34(a); 36(a); 38(a), (b), (c); 40; 42 (a); 50 (CEDAW, 2017)
- CRC/C/BRB/CO/2/12(a)-(d); 14(a)-(c) (CRC, 2017)

16. PUNO and Partners:

16.1 PUNO

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16.2 Partners

- National authorities:

- St Lucia:**

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 - National Emergency Management Organization (NEMO): **Mrs Dorine Gustave**, Director, dgustave@gosl.gov.lc
 - Ministry of Finance, Planning and Economic Development: **Mr Tommy Descartes**, Senior Economist, tdescartes@gosl.gov.lc
 - Ministry of Education, Innovation, Gender Relations and Sustainable Development: **Ms Caroline Eugene**, Permanent Secretary for Sustainable Development, pssecretaryed@govt.lc
 - Ministry of Infrastructure, Ports, Energy and Labour: **Mr Eden St Croix**, Labour Department, psec_mincom@gosl.gov.lc

- Barbados:**

- Ministry of People Empowerment and Elder Affairs: **Mr Andrew Pollard**, Project Officer, andrew.pollard@barbados.gov.bb
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- IFIs:




- Caribbean Development Bank (CDB): Anthony George, Social Analyst, georgea@caribank.org
 - Inter-American Development Bank (IADB): Juan Carlos De La Hoz Vinas, Representative, juancarlosh@iadb.org
 - World Bank (WB): **Clemente Ávila**, Social Protection Economist, cavilaparra@worldbank.org

- Other partners:

- Sub-Regional Eastern Caribbean Partners**

- Organization of Eastern Caribbean States (OECS) Commission, Grace-Ann Cornwall, Head of Social Development Unit, graceann.cornwall@oeecs.int; and Yoshabel Durand, yoshabel.durand@oecst.int
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SIGNATURE PAGE

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<p>Participating UN Organization (co-lead/convening)</p> <p>UNICEF</p> <p>Mr. Aloys Kamuragiye, Representative, UNICEF Office for the Eastern Caribbean Area</p> <p>Date 5/12/2019</p> <p>Signature and seal [Redacted]</p> 	<p>Date 23/01/20</p> <p>Signature and seal [Redacted]</p> <p><i>On behalf of the Government of Barbados</i></p> <p><i>Ministry of People Empowerment and Elder Affairs</i></p> <p><i>Ms. Cynthia Forde, Minister</i></p>
<p>Participating UN Organization (co-lead/convening)</p> <p>WFP</p> <p>Mr. Regis Chapman, Head of Office, Caribbean Preparedness & Response</p> <p>Date 5/12/2019</p> <p>Signature and seal [Redacted]</p> 	<p>Date March 22, 2020</p> <p>Signature and seal [Redacted]</p> <p><i>On behalf of the Organization of Eastern Caribbean States (OECS)</i></p> <p><i>Dr. Didacus Jules, Director General</i></p> <p>Date 9th December 2019</p> <p>Signature and seal [Redacted]</p>
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UNDP

Mr. Magdy Martinez- Soliman, Resident Representative for the Multi Country Office for Barbados and the OECS

Date

Signature and seal

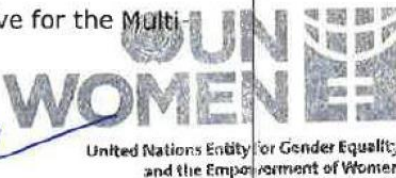
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Date 3 December 2019

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B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: 1/2019

2. Relevant Joint SDG Fund Outcomes

- Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

3. Overview of the Joint Programme Results

3.1 Outcome

Poor and vulnerable people have predictable access to adaptive universal social protection

3.2 Outputs

1. Institutional capacities are strengthened for integrated service delivery through the development of evidence based, gender-responsive social and disaster risk management policy and legislation.
2. Innovative financing strategies are introduced to ensure fiscal sustainability for minimum expanded coverage.
3. Implementation of national social protection programmes is strengthened with improved management and operational tools.
4. Targeted communities benefit from realignment of social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks and stresses.
5. Regional capacities are strengthened for adaptive social protection by engaging stakeholders for policy coherence and South-South Cooperation.

3.3 Related UNMSDF Outcomes

- **Pillar 1:** An inclusive, equitable and prosperous Caribbean: Outcome (ii) Access to equitable social protection systems, quality services and sustainable economic opportunities improved.
- **Pillar 4:** A sustainable and resilient Caribbean: Outcome (i) Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

4. SDG Targets directly addressed by the Joint Programme

4.1 List of targets

SDG 1 - No Poverty

Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

SDG 5 - Gender Equality

Target 5.1: End all forms of discrimination against all women and girls everywhere.

Target 5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

SDG 13 - Climate Action

Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

4.2 Expected SDG impact

Through a multi-country approach, the Joint Programme is expected to enable partner governments to accelerate progress towards the implementation of SDGs in support of national commitments and reflective of the significant vulnerabilities of SIDs to external shocks, including climate-related events and impacts. Three key targets will be addressed through Joint Programme interventions to increase the adaptability of social protection to prepare for and respond to shocks and stresses by strengthening its linkages to disaster risk management and climate change adaptation. Specifically, the Joint Programme is expected to contribute to strengthening institutional capacities to expand coverage and adequate social protection through vulnerability analysis and identification of at risk people on this basis, promoting a national social protection floor and sustainable and risk-informed financing (1.3); promoting and monitoring equality and non-discrimination on the basis of sex (5.1) and increasing regional capacity to recognize unpaid care work (5.4); as well as improving service delivery to boost people's resilience and risk-management capacities (13.1) through evidence-generation and regional cooperation and knowledge sharing. At the end of the Joint Programme, the universal adaptive social protection model should be scalable to become an accepted framework for implementation in most, if not all 11 OECS countries and territories. Working with IFIs will be key not only to ensure sustainable results in Saint Lucia and Barbados but also in replicating the model to other countries.

5. Relevant objective/s from the national SDG framework

The Joint Programme responds to specific national objectives and priorities of Saint Lucia and Barbados and links to regional and sub-regional frameworks and mechanisms (OECS and CDEMA).

Relevant objectives from the **Saint Lucia's** National Development Plan (in progress), the Medium-Term Development Strategy (2019-2022) (to be launched in November 2019), MAPS SDG Roadmap (2018) and the National Social Protection Policy (2015) are:

- To build social resilience and social capital, including integrated approaches to poverty reduction, re-discovering and re-defining the Saint Lucian identity, building community and social capital;
- To provide a clear framework for enhancing equity, efficiency and transparency in the delivery of social protection services;
- To promote synergies among agencies, programmes, and interventions; and
- To adopt life-cycle, human development and rights-based approaches in addressing the needs of poor and vulnerable groups.

While the National Development Planning exercise is ongoing, Saint Lucia has developed 7 core national development pillars, the fifth one of which is "Social Transformation, Building Social Resilience and Social Capital".

For **Barbados** the Joint Programme is framed under the [Barbados Growth and Development Strategy \(2013-2020\)](#), Goal 3 "Enhance Social and Human Development" and the Barbados Economic Recovery and Transformation Programme (BERT) which is the national macroeconomic reform programme aiming at maintaining adequate social and infrastructure spending.

The Joint Programme will strengthen the implementation of the [OECS Growth and Development Strategy](#), in particular the second pillar on promoting human and social well-being, which includes increasing access to social services. It will work of the OECS Technical

Working Group on Social Protection and the OECS Council of Ministers on Social Development, all of which are receiving technical assistance from the UN System.

The Joint Programme is also aligned with Pillar 1 of CDEMA's "A Caribbean Pathway for Building Resilience: Social Protection for the Marginal and Most Vulnerable", which calls for the strengthening of national social protection in Participating States to protect the poor, differently-abled, indigent, low-income single parent families and the elderly to cope with disasters and shocks. Given the linkages of adaptive social protection to disaster risk management and climate change adaptation, the Joint Programme will also strengthen the implementation of the Caribbean Disaster Management Strategy and Results Framework for 2014-2024.

6. Brief overview of the Theory of Change of the Joint programme

6.1 Summary:

The Joint Programme will contribute to creating an enabling environment for poor and vulnerable people to have predictable access to universal and adaptive social protection. This will support the ultimate goal of reducing structural inequality, reducing poverty and building resilience. Predictable access to universal and adaptive social protection will be promoted through an approach that spans and connects national, community and regional levels. At the national level, the Joint Programme will contribute to strengthening national social protection systems to support integrated service delivery by improving institutional capacities and through evidence-based, gender-responsive social and disaster risk management policies and legislation. It will also strengthen these systems through improved management and operational tools. The Joint Programme will support the introduction of innovative financing strategies to ensure fiscal sustainability and expanded coverage of the social protection system. At the community level, the Joint Programme will support the design of innovative community-based adaptive and shock responsive services within existing national programmes to generate evidence for social protection reform and strengthen the targeted communities' ability to anticipate, absorb and recover from major shocks. At the regional level, legal and policy coherence will be supported by strengthening regional capacities, inter-institutional engagement and South-South cooperation in the Eastern Caribbean.

6.2 List of main ToC assumptions to be monitored:

The main assumptions underpinning the theory of change are as follows:

1. Governments and their partners show continued commitment at the national, community and regional level to strengthen capacities for a coherent and adaptive national system providing integrated social protection service delivery;
2. Fiscal policies and related reforms will keep budget deficits and debt levels to current or lower levels to allow for innovative financing strategies;
3. Space and platforms for evidence to inform decision-making exist, and they can be utilized as part of strengthening social protection reform and shock-responsive services;
4. Regional mechanisms and institutions can support regional policy coherence for social resilience in the OECS/Eastern Caribbean;
5. Donors and development partners will support the programme and its integration and/or complementarity within existing and forthcoming social protection initiatives and investments.

7. Trans-boundary and/or regional issues

Member States of the Organization of Eastern Caribbean States (OECS) are vulnerable to external shocks while also being affected by internal issues such as high-levels of poverty, a

changing labour force and continuous trade adjustments. Human mobility and cross-border displacement in the context of a region prone to natural hazards and climate-related events is a contributing factor to existing vulnerabilities, and a burden on countries' already limited resources and services. Eastern Caribbean Governments have identified the need for integrated regional social policies and for the development of a harmonized framework to guide social protection programmes among Member States, for increased efficiency and effectiveness of national social protection systems. This need is being progressively addressed through the implementation of various socio-economic programmes, aimed at supporting the objectives outlined in the OECS regional cooperation framework, the Development Strategy (2019-2028) and the Social Protection Strategy (forthcoming). These also aim to reinforce governance, environment and disaster risk management as well as promoting rights contingent to the freedom of movement, in conformity with the Revised Treaty of Basseterre and the Protocol on Contingent Rights adopted by CARICOM Member States (2018).

In the context of small island developing states (SIDS) and a multi-country setting, the *Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean: Universal adaptive social protection modeled at the community, national and sub-regional levels* Joint Programme seeks to support regional efforts geared towards strengthening approaches and building policy coherence for social resilience in the OECS. This will include issues pertaining to climate-related cross-border migration and displacement, and the role of contributory and non-contributory social protection in response to shocks, through south-south exchange of experiences, learning, partnerships and policy dialogue. The unique nature of the sub-regional approach within the context of an established and functioning economic union provides the opportunity for a more immediate expansion of results from this Joint Programme.

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C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

Eastern Caribbean countries (ECC) are highly vulnerable to shocks, including economic crises, climate-related/natural hazards as well as displacement. The Caribbean is the most indebted region in the world, limiting fiscal space. Disasters represent an estimated \$3 billion in annual losses regionally, hampering the capacity of governments to protect populations from covariate shocks. In the last four decades, the Caribbean suffered over USD 22 billion in damages as a direct result of disasters. Climate-related events are increasing both in severity and in frequency, which has risen by 347% between 1950 and 2016.

Further factors contribute to the overall risk for people and economic assets by the exposure to such hazards, as they increase their vulnerability: People are more vulnerable to the impact of both climate-related and other shocks, when they live in poverty and lack assets to prepare for, withstand and respond to such shocks. Globally, climate-related events are estimated to undo up to 40% of the poverty reduction achievements to date.

The Eastern Caribbean suffers from low economic growth with considerable poverty, under-employment, and social and gender inequalities. One in four people (24%) lives in poverty ([UNICEF 2017](#)). The poverty rate is even higher among children compared to adults, with one in three children (33%) living in poverty and 4% in extreme poverty. Gender inequality is evidenced by higher poverty levels amongst women-headed households with children compared to households headed by men, pay gaps in the labour market and pervasive domestic violence. Social protection systems and a variety of social protection programmes exist in ECC, but these fall short in adequately meeting the needs of all people, especially the most vulnerable. Existing structures face fragmentation and would benefit from increased coverage, better coordination, strengthening delivery mechanisms and administration systems; revising and implementing legislative and policy frameworks; and maximizing and increasing fiscal space.

Extreme events (including droughts, flooding, hurricanes and tropical storms), which will likely occur every year, is but one of the key challenges in the region for sustainable development and poverty reduction. The effects of climate change are also seen in risks of sea-level rise, coastal erosion, saltwater intrusion into coastal agricultural lands and aquifers, more frequent and severe coastal inundation and flooding, and disruptions in precipitation and potable water supplies. Migration is an issue both in the aftermath of climate-related shocks (for example, Antigua and Barbuda and Saint Lucia receiving people from Dominica following Hurricane Maria, or more recently the displacement caused by Hurricane Dorian in the Bahamas) and also economic and political crises. **The OECS Policy on Rights Contingent to the Freedom of Movement** aims to ensure that a citizen of a Protocol Member State who exercises the right of free movement enjoys the same general and social rights and privileges accorded to a citizen of the host Member State. Despite the adoption of the policy by all OECS Member States, implementation is still pending, along with the need to better define mechanisms on how people from outside of OECS Member States access services, particularly when fleeing a disaster or crisis.

Barbados has experienced low and negative real economic growth since the 2008 financial and economic crisis, considered the most severe and sustained global economic crisis in its history. This is reflected by large fiscal deficits and an increasing public debt - the highest in the region at 144.7% of GDP at the close of 2017 (IDB 2018 Report on Country Development

Challenges). While Barbados' dependence on imports exposes the country to external economic shocks, the government's policy response to shocks has contributed to this debt. In 2018, the Barbados Economic Recovery and Transformation (BERT) Programme was introduced to reduce expenditure, raise revenues and help the country to get out of its current situation. During this process, the aim of the government has been to protect the most vulnerable. Additional natural hazards and climate-related shocks affect the country, including flooding, drought, tropical storm systems and occasional earthquakes. While not as hurricane-prone as other Caribbean states, its densely populated, low-lying coastal zone and tourism-based economy mean that hazards can threaten a large swathe of the country and its economy. Prior to the launch of the SDG Joint Fund, the Ministry of People Empowerment and Elder Affairs had explicitly requested the UN's support for an analysis of its social protection system for which a CODI had been offered as the mechanism to support the government.

Poverty levels have been on the rise since 2010, with slight decreases in extreme poverty, but increases of vulnerable people just above the poverty line ([Saint Lucia National Report of Living Conditions 2016](#)). One in four persons still lives in poverty. Both poverty and vulnerability are gendered: 21% of women live in poverty compared to 14% of men, and 12.9% are vulnerable compared to 9.5% of men - and the trend is worsening. About 57.1% of those households within the lowest consumption per capita quintile are likely to be headed by women according to BSLC 2016-17 (IDB 2018). In addition, geographic disparities exist: from 2010 to 2016 the poverty rate in the Parish of Saint John increased from 8.33% to 23.90%, an increase of at least 5% also applies for parishes of Saint George and Saint Joseph (SLC 2016).

The social protection system in Barbados includes social assistance to address poverty and social insurance schemes, such as unemployment insurance and pensions, but is fragmented. The number of household recipients of government assistance has significantly increased over the past few years from 5.5% of households in 2010 to 8.5% in 2016 receiving some form of assistance. The National Assistance Programme covers the largest number of people, around 3,942 households (in 2016, with spending of about \$3.6 million), with cash transfers, but also in-kind transfers (food, clothing, funeral costs etc.) to those in need with a focus on children, the unemployed, persons with disabilities, and the elderly. Benefits recently ranged from BBD \$725 (2013/14) to \$1,458 (2016). Other programmes are the "Identification, Stabilization, Enablement and Empowerment" (ISEE) Bridge programme with a duration of two years, which recently ended, and several smaller programmes for specific groups, such as the Home Care Programme (daily activities for the elderly) or the Poverty Eradication Fund for rent and utilities payments.

Overall, the social protection system faces challenges in terms of design and coverage, as outlined by the 2018 IDB Report on Country Development Challenges, particularly in light of potential climate-related events. Although there is a range of social assistance programmes under the Ministry of People Empowerment and Elderly Affairs, their coverage is limited due to budget cuts. This also severely limits the ability of the system and in particular the main national assistance programme to respond to shocks and face sudden increases in beneficiaries. Yet, programme design features are rather reactive than proactively reducing poverty, for which the programme is currently used. Furthermore, there is a need to strengthen governance in this sector, as social programmes in Barbados are dispersed, resulting in both potential duplication and gaps. The system presents particular shortfalls in terms of addressing gender-related issues, such as domestic violence against women, and needs of persons with physical disabilities.

In this vein, recommendations of the latest Universal Periodic Review (2018) include continuing efforts for poverty reduction and gender equality, reinforcing programmes against

the feminization of poverty, measures aimed at ensuring the transparent, efficient and accountable delivery of public services, while promoting a rights-based approach and “lay a solid foundation for people’s enjoyment of all human rights”. The CEDAW Committee also stresses the importance of strengthening programmes to combat the feminization of poverty, in particular among women-headed households, and to ensure redistribution of domestic resources in order to overcome the consequences of budget cuts.

The Joint Programme aims to support the Government of Barbados at this critical juncture to not only safeguard previous achievements during the BERT process, but also use this opportunity to rethink the strategic direction of the social protection system: to account for the increased risk of climate-related shocks, to support the transition from a welfare paradigm towards the progressive realization of universal coverage as a vanguard across the Caribbean and to close existing gaps due to fragmentation so no one is left behind. It will be key to include gender- and shock-responsive considerations in this process, and support the government in identifying gaps, duplication and areas for development, as well as in ensuring the availability and use of existing data sources across sectors.

Saint Lucia has only recently shown signs of growth, grappling with substantial increases in unemployment between 2006 and 2016 as high as 25% at one stage, particularly among women and youth. While its overall poverty rate is at 25% and multidimensional poverty at about 24.2%, poverty is gendered with a significantly higher poverty rate in female-headed households (42.3%). Similarly, one in three children was living in poverty in 2016 compared to one in five adults (SLC 2016). A quarter of households experience food insecurity, appearing closely linked to the level of poverty. There was no improvement in terms of inequality between 2006 to 2016 (43.1 vs. 43.2 Gini coefficient). An onslaught of natural disasters in recent years has entailed significant economic costs in terms of investment in restoration of infrastructure, lost GDP, unemployment, poverty and collapse of fiscal revenues (National Report of Living Conditions 2016).

Recommendations of the latest Universal Periodic Review (2015) include to further expand and develop Saint Lucia’s social programs with a special emphasis on the most disadvantaged persons, especially women and children, ensure that sustainable development is inclusive and equitable in the implementation of the National Social Protection Policy, and accelerate efforts aimed at reducing hunger by increasing access to affordable, nutritious, safe and quality food. The Committee on the Rights of the Child (CRC 2014) makes specific reference to developing “strategies to reduce the vulnerabilities and risks for children and families which may be produced or exacerbated by climate change, including by mainstreaming child-specific and child-sensitive risk and vulnerability reduction strategies into its National Climate Change Policy and Adaptation Plan, and by strengthening its social safety nets and social protection framework so as to more effectively mitigate the multiple social, economic and environmental impacts of climate change”.

The country has a range of social protection programmes. The main Public Assistance Programme (PAP) under the Ministry of Equity covers about 2,446 households (2015) or 3356 people (2019) with cash transfers between ECD\$215-\$465 depending on household size. Other small-scale social programmes include the Child Disability Grant with current coverage of 286 or the Koudmein Ste Lucie (KSL) under the Saint Lucia Social Development Fund covering 100 beneficiaries of the PAP with additional support along 7 pillars: personal identification, health, education, family dynamics, housing, employment and income. Saint Lucia reached a major milestone in February 2015 when it launched its National Social Protection Policy (NSPP) to strengthen its social protection system from a multidimensional approach. The policy objectives include the adoption of life-cycle, human development and rights-based approaches in addressing the needs of those living in poverty and vulnerable

groups. Despite this progress, the policy has recently been seen in need of an update to adequately reflect the importance of making the system adaptive to prepare for and respond to shocks including shock-responsive and climate change adaptation elements, as well as issues around migration/displacement and gender-responsiveness and working towards greater coherence and coverage. This also applies to a prepared Social Protection Bill, which had not yet been passed. National priorities that the Joint Programme will aim to support include an inter-institutional mechanism for policy implementation, the ongoing revision of disaster risk management legislation and a better understanding of data at the community level, including informal social protection, as well as better referral or integrated service delivery mechanisms.

Some linkages between social protection and disaster risk management in Saint Lucia exist, including the role of the Ministry of Equity and its staff in national disaster coordination mechanisms and response. However, the use of social protection systems and programmes to assist people at risk of or facing a major shock has been limited to date, as has the consideration of social protection within disaster risk management policy and vice versa. The overall financing picture for assisting people impacted by disaster is concerning, with World Bank analysis finding that financing instruments being used by the government are not adequate to address the impacts of high- and low-frequency natural hazards ([World Bank 2018](#)).

This Joint Programme sees particular potential in accelerating progress towards the SDGs in supporting the government's goal to make the current social protection policy fit for shock response by linking it closely to disaster risk management and climate change adaptation efforts, based on better availability and use of data at community and household level. In order to ensure that social protection will in fact address a wider set of SDGs in its implementation, such as gender equality and greater access to services, the Joint Programme will further support standard operating procedures and integrated service delivery to this end. Such a catalytic approach will better link services to vulnerabilities and needs – both current and future – and is required to build resilience and ensure sustainable development in the long run.

1.2 Target groups

This Joint Programme has identified all people in need – living in poverty and being vulnerable to the impacts of climate change – as the key target group with particular attention being paid to the needs of women, children, and older persons directly, as well as youth, persons with disabilities and migrants indirectly where their needs are specific and in the event of shocks will be further left behind. In Saint Lucia, household survey data suggest that households not living in poverty may have greater potential to adapt to anticipated impacts of climate change and natural disasters (Saint Lucia CPA 2018).

The target groups analysis below supports the priority categories in the Caribbean Common Multi Country Assessment ([CMCA](#)) of the UN-MSDF 2017-2021, where four categories of development have been identified: economic, social, environmental and governance.

Analysis of the target groups are further reinforced in country human rights mechanisms (see A.15) where specific conclusions and recommendations support the country analysis of the target population.

People living in poverty and exposed to natural hazards are the key target group because of the proven links between poverty and the ability to cope with the impacts of hazards and shocks, including those linked to climate change. People living in poverty are more susceptible

to the impacts of hazards, lose a larger fraction of their wealth and a higher probability of suffering mortality ([Winsemius et al., 2018](#)). They have greater difficulty coping with the impacts of shocks compared to non-poor households owing to lower access to savings, borrowing, or social protection (ibid.). Social vulnerability also explains why some hazards and events lead to extreme impacts on people's lives and to disasters, while other events do not ([Lavall et al. 2015](#)).

Women in the Eastern Caribbean are more likely to live in poverty than men, with higher poverty levels amongst women-headed households with children compared to households headed by men, pay gaps in the labour market and issues around domestic violence. While men are more likely than women to be employed if there are children under five in their household, women in similar households are more likely to remain home. The lack of childcare services may further exacerbate this, provide an additional barrier to (re)entering the labour force and contribute to gendered poverty. Despite being more highly educated than men, women are unemployed at higher rates and employed at lower rates. In Barbados and St. Lucia women earn less than men (Status of Women and Men Report/2017 Labour Force Survey).

In **Barbados**, poverty has a gender component where 21% of females live in poverty compared to 14% of males based on the [Barbados Survey of Living Conditions 2016-2017](#). The CEDAW Committee specifically recommends to: a) monitor the gender-specific effects of the austerity measures and ensure an internal redistribution giving priority to measures which support gender equality in all fields and devise an effective strategy to ensure the full implementation of the Convention; (b) Undertake independent, participatory and periodic impact assessments of the extraterritorial effects of its financial secrecy and corporate tax policies on women's rights and substantive equality of women and men, ensuring that such assessments are conducted impartially and with public disclosure of the methodology and findings; (c) continue to strengthen its programmes to combat the feminization of poverty, in particular among women-headed households; and ensure their access both in rural and urban areas to justice, education, formal employment, skills development and training opportunities, health, housing, income-generating opportunities, microcredit and ownership and use of land, taking into account their specific needs. It also makes specific reference to special needs: to adopt comprehensive policies and programmes to protect the rights of women and girls with disabilities, ensuring their access to, amongst others, social protection. The UPR also calls for: improving access to quality health-care services for all, addressing the challenges of maternal mortality; continuing their country's efforts to promote gender equality and poverty reduction; and reinforcing programmes against the feminization of poverty.

In **Saint Lucia**, households make up three members on average and are headed by females in 2 out of every 5 households. Women face lower labor force participation rates at 68.1% compared to men at 81.8%. Furthermore, even though women may be involved in highly skilled professional field of employment such as clerical support workers and sales and services while men are involved in skilled agricultural work, craft and related trades in plant and machine operations, earnings of women are still lower compared to men. Female heads of households are disproportionately represented in one parent households, and women are also heads in over half the extended family households that have the highest child poverty rates. Conversely, nuclear families, where poverty is lower, are rarely headed by women (Saint Lucia Survey of Living Conditions 2018). The share of the people working and living in poverty in total employment fell for men but not for women among all age groups. Needs of women and gender inequality in Saint Lucia are also taken up by the UPR for Saint Lucia where recommendations are made explicitly to "Expand and develop its social programmes with a special emphasis on the most disadvantaged persons, especially women and children"

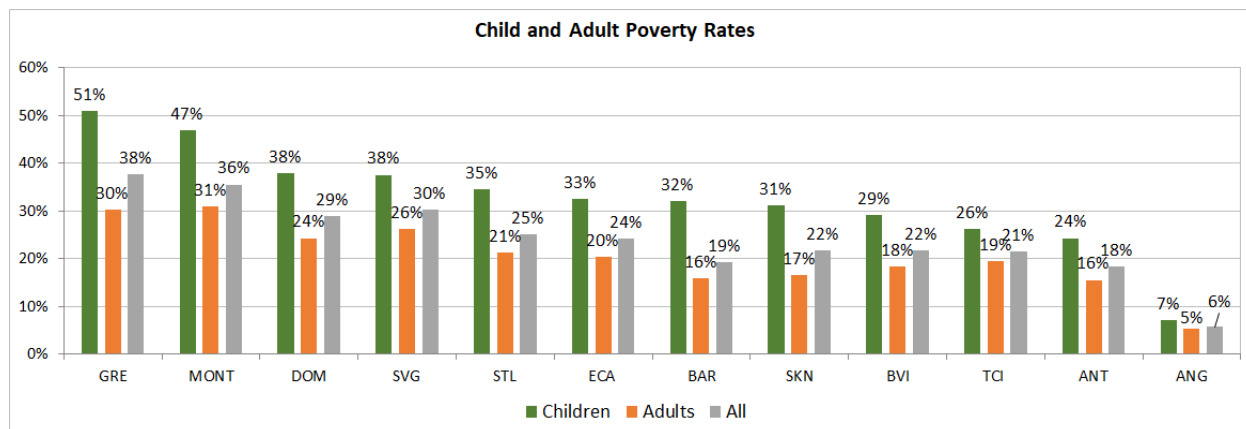
as well as “continue strengthening the sensible programs fighting poverty and social inequality.”

Children in the Eastern Caribbean make up about one-third (238,628/792,102) of the ECC wide total population across the OECS and Barbados countries and territories (Country Population Census data). The children’s population in Barbados is 53,942 which is 24% of the total population, and in Saint Lucia 51,556 children reside on the island making up 30% of the total population. As a result, the realities of child poverty impact on the well-being of families, women and entire households where one in three children (33%) in the Eastern Caribbean live in poverty and 4% living in extreme poverty. Poverty rate is higher among children compared to adults (1 in 5) and overall population (1 in 4) in all Eastern Caribbean countries. More specifically, poverty is higher among (vulnerable) those children living in 4+ child households where rates are twice as high (about 60%) and children living in female headed households ([UNICEF 2017](#)).

Even though **child poverty rates in Saint Lucia** dropped from 36.7% to 34.5% between 2006 and 2016, child poverty rates appreciated in rural areas from 41.4% compared to 32 % in urban areas (Saint Lucia National Report of Living Conditions 2016). Child poverty increases sharply with the number of children in the household, from 14% in single child households to 66% in households with 4 more children. These households account for over 40% of children in poverty. Although the poverty rate for one child households has decreased since 2006, it has risen for all other larger child households. The decrease in the overall child poverty rate is thus due primarily to a reduction in the proportion of children living in households with 3 or more children rather than a decrease in poverty rates.

In **Barbados**, about 40% of children in households living in poverty had low birth weight and 12% of children living in non-indigent poverty compared to 9.5% of those not living in poverty. This stresses the importance of breaking the intergenerational poverty cycle ([SLC 2016](#)), as child poverty has devastating impact on children and societies. This would be further exacerbated by the impacts of shocks, which could leave them even further behind.

For Saint Lucia, the CRC Committee states the urgency for the government to: a) step up its efforts to address both short and long-term child poverty where design of public policies and National Plan are reflected to combat child poverty; b) not only adopt a National Social Protection Policy, but also implement the social protection reform initiatives of the Government with a view to establishing a coherent framework identifying priority action against the exclusion of children, with specific and measurable objectives, clear indicators, deadlines and sufficient economic and financial support; and c) work with UNICEF and development partners to promote a comprehensive and coherent strategy to guarantee children a minimum level of access to basic services and financial security, and create a nationally defined social protection floor, as part of the social protection floor initiative of the United Nations. The committee also recommends the state party to develop strategies to reduce the vulnerabilities and risks for children and families which may be produced or exacerbated by climate change.



Youth in Saint Lucia, according to national standards, are defined as 10-35 year-olds. This group, and female youth in particular, experience high unemployment of 37.6% according to the SLC-HBS 2016 (rate increased by 12.0 since 2006). Gender disaggregation for youth unemployment based on 2016 estimates, was 51% among young women and 42.6% among young men. According to the 2018 Saint Lucia CPA report, only 32.8% and 35.6% of male and female respectively attained secondary education. Rates of youth NEET (not in education, employment and training) was 31.6% in 2016.

Gender inequality and youth unemployment in Barbados is also a concern. Unemployment among youth, defined as between the ages of 15-29 years, has been higher among females at about 30% than among males at 25% ([Youth Policy 2014](#)).

Older persons (aged 65+) in **Barbados** make up 34,519 of the total population of 285,719. 40% of older people are male and 60% female. About 85% are covered by old age pensions. Population projection estimates for this group indicate an increase of 19.8% in 2015 to 27.7% ([CEPAL 2018](#)).

In **Saint Lucia**, the total population of 15,612 older persons population includes 44% men and 56% women and 43% are covered by old age pensions. Also, with regard to this age group, the UPR recommends for Saint Lucia to keep up its efforts for proper implementation of social security programmes.

Persons with disabilities in Saint Lucia are about 4.5% of the total population with a higher rate among females according to the 2000 Census. Disability prevalence in the Caribbean overall is higher in the older population groups over 60 years of age (CEPAL 2018). Older and disabled persons have higher unmet needs when it comes to meeting their basic needs, specifically health care and most cases are not recognized often as part of an inclusive society but instead seen as a burden to social services and systems. Treatment towards this particular group has not been equitable and is a work in progress in the Eastern Caribbean.

In Barbados, disability prevalence is at about 5%, according to the 2010 Census. The CEDAW Committee, with regards to Barbados, makes reference to a) adopt comprehensive policies and programmes to protect the rights of women and girls with disabilities, in particular those facing intersecting forms of discrimination, ensuring equal access to mainstream education, employment and other areas of social justice, health, economic and development priorities.

The Eastern Caribbean has recently experienced an increasing trend of intra-regional **migration**. Factors include high unemployment, disasters, displacement and economic crises, lack of social protection programmes. As a result, many migrants access and utilize health, education and social protection services in the destination and/or transit country to which they migrate. In Barbados total immigrant population is 35,000 and 19,285 are female immigrant, while in Saint Lucia total immigrant population is 13,000 where about half 6,435 are females (Planning Institute of Jamaica 2018; World Bank Group 2018; UN DESA, 2017; [IOM 2018](#)).

The indirect target groups described above will indirectly benefit from national system building that takes the ECC countries closer to adopting a universal adaptive social protection system, which would support the UPR Barbados recommendation on “Continue to promote economic and social sustainable development to lay a solid foundation for people’s enjoyment of all human rights” and the UPR Saint Lucia supporting the efforts to “continue strengthening sensible programs fighting poverty and social inequality”

1.3 SDG targets

This Joint Programme aims to contribute to the acceleration of several SDGs and respective targets by building on specific interlinkages between them. While the main target to be addressed is SDG 1.3 to reduce poverty through nationally appropriate social protection systems and measures for all, social protection is to be leveraged to also promote and monitor equality and non-discrimination on the basis of sex (5.1) and strengthen resilience and capacity to cope with climate-related hazards and disasters (13.1). The programme will also promote the development of a regional census-based approach to measurement of SDG 5.4.1, thus directly supporting target 5.4.

Output 1 focuses on the legal and policy framework to accelerate these three targets by improving policies and legislation to a) enable better access to social protection and integrated service delivery, b) promote, enforce and monitor gender equality and c) provide a strong link between *adaptive* social protection and disaster risk management legislation and strategies to strengthen people’s resilience, also taking into account climate change adaptation, while making the overall system more adaptive. This is supported by output 2 through innovative financing strategies to increase fiscal space for expanding coverage and shock-responsiveness and output 3 to further accelerate implementation through management and operational tools.

Output 4 focuses specifically on target 13.1, as it aims to strengthen the linkages between the social protection system, disaster risk management and adaptation in targeted communities to improve resilience at individual, household and community level. This will not only increase awareness and provide evidence for the national level, but also build capacities to prepare for and respond to shocks related to climate change.

Output 5 aims to particularly accelerate SDG 1.3 at regional level by focusing on the regional social protection framework and policy coherence, while also promoting gender-responsive and climate-resilient aspects through south-south cooperation and learning.

SDG Target	Indicator	Baseline	Means of verification
SDG 1 No poverty	Population covered by social protection floors/systems,	65% persons in the labor force covered	Social Security Inquiry

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	in the event of a work injury (2009)/tbd	
SDG 5 Gender Equality 5.1 End all forms of discrimination against all women and girls everywhere	Existence of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex in Saint Lucia	Constitution guarantees no discrimination on the basis of sex (<u>UN Women 2018</u>), Labour Act 2006/2011 (<u>UPR 2015</u>)	National legislation, NATLEX, UPR report
	Existence of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex in Barbados	Constitution guarantees no discrimination on the basis of sex, no anti-discrimination legislation (UPR, CEDAW)	National legislation, NATLEX, CEDAW and UPR reports
5.4 Recognize and value unpaid care and domestic work	Proportion of time spent on unpaid domestic and care work, by sex, age and location (development of a regional census-based approach to measurement)	To be established	Developing a methodology for 5.4.1 is an activity of the Joint Programme, which will inform reporting on this target and indicator
SDG 13 Climate Action 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Number of deaths, missing persons and persons affected by disaster per 100,000 people in Saint Lucia	Deaths: 6 (2013), 0 (2016) Affected: 25000 (2016)	EM-DAT database
	Number of deaths, missing persons and persons affected by disaster per 100,000 people in Barbados	Deaths: 1 (2017) Affected: tbc	EM-DAT database
	Number of countries with national and local disaster risk reduction strategies	2 (Disaster Management Policy for Saint Lucia 2004, Act 2006; Barbados NCDM Strategy, Act 2006)	National legislation/ strategies

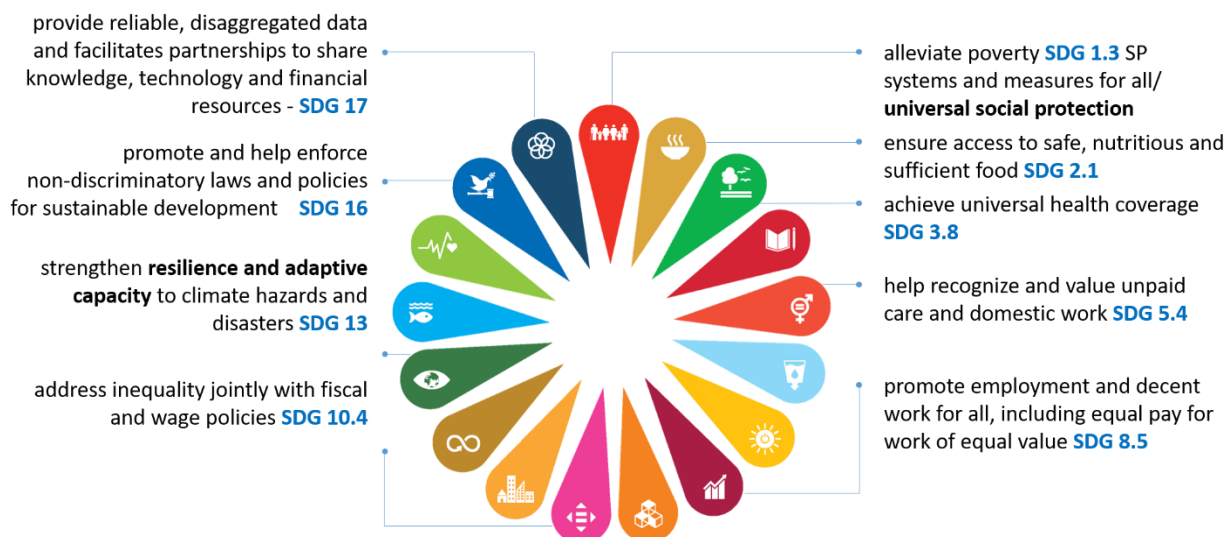
Current extrapolation of trends or expected progress until 2022

In Saint Lucia, the Medium-Term Development Strategy (2019-2022) is expected to be launched before the end of 2019, building on the MAPS SDG Roadmap (2018) and the National Social Protection Policy (2015). The country also intends to update its social protection policy, draft social protection bill as well as its disaster risk management legislation, while aiming to significantly increase social protection coverage with the support of a World Bank loan. Saint Lucia also presented its Voluntary National Review (VNR) at the 2019 High Level Political Forum for Sustainable Development (July). Barbados has confirmed presenting its first Voluntary National Review (VNR) report to the 2020 High-Level Political Forum and to engage in a comprehensive policy support and acceleration of the SDGs. with the UN System support. The country is also working on anti-discrimination legislation seeking to protect both men and women from discrimination in relation to job creation, recruitment and employment. Across the region, both the frequency and severity of natural disasters, such as hurricanes, are expected to further increase: Between 1950 and 2016 the frequency of disasters in the region rose by 347%, and in the last four decades, the Caribbean suffered over USD 22 billion in damages as a direct result of disasters. Besides slowing progress on poverty reduction, in the case of Barbados even rising poverty rates, climate-related events could threaten to undo the poverty reduction achievements to date.

Brief analysis of interlinkages amongst the targets

Social protection can work towards the achievement of multiple SDGs, as captured in the below figure. Particularly, this Joint Programme will focus on increasing access of people to social protection to reduce poverty (SDG 1). Social protection, if adequately designed and delivered, can directly help promote, enforce and monitor equality and non-discrimination on the basis of sex (5.1) and help recognize and value unpaid care and domestic work (5.4) through the provision integrated social services and the development of gender-responsive social and disaster risk management policy and legislation, informed by generated evidence and respective management and operational tools. By increasing people's access to *adaptive* social protection and designing programmes accordingly, people's capacity to anticipate, absorb and recover from climate-related shocks and stresses - their resilience - can be increased (13.1). In turn, increased resilience of people, communities and institutions to shocks supports poverty reduction by safeguarding development gains, preventing and mitigating negative strategies and supporting sustainable livelihoods in the long term.

As social protection can further contribute to several other SDGs, as the figure below highlights, these will be taken into account as cross-cutting SDGs to adequately reflect the systemic, accelerated change to be achieved. Given links between food insecurity and poverty, SDG target 2.1 – ensuring access to safe, nutritious and sufficient food – is promoted by universal and adaptive social protection supported by this Joint Programme, which in turn also contributes to people's resilience. With the outcome of this Joint Programme aiming to contribute to the higher goal of reducing structural inequality through poverty reduction and strengthened resilience, this Joint Programme also responds to SDG 10.4, by improving social protection policies and fiscal space for universal and adaptive social protection. While the Joint Programme focuses on target 13.1 for resilience-building, it also indirectly contributes to 13.2 by supporting the integration of climate change (adaptation) measures into the national policies, strategies and planning the Joint Programme aims to strengthen. The analyses and evidence generation foreseen under the Joint Programme will also increase the availability and use of timely, reliable and disaggregated data and facilitate partnerships to share this knowledge across sectors and regionally, supporting SDG targets 17.17 and 17.18.



1.4 Stakeholder mapping

- **People living in poverty and vulnerable to climate-related events** are rights holders and thus both beneficiaries (if covered by a programme) and stakeholders at the same time. Their interests will be well-reflected in the social protection system assessment in Barbados, envisaging interviews and consultations as part of the methodology. In Saint Lucia, community-level consultations form part of the pilot planned, bringing together local needs and experiences to strengthen the understanding of how seasonality affects different livelihoods.
- In these small-island states, people are often part of **community groups and associations**, such as gender/women and youth groups as well as support groups, which both help to raise their individual interests, but also need to be considered as separate stakeholders for their role in adaptive social protection to be explored further as part of the pilot planned.
- **Social partners**, such as workers' and employers' organizations, are key civil society institutions that have an important role in supporting the Joint Programme's objectives, such as employment creation and decent work, basic social security, gender equality and fair income distribution. These organizations work towards strong and secure labour markets through social dialogue that eventually generates the necessary revenue for governments to provide universal adaptive social protection.

Policy-makers developing national policies, legislation and leading coordination mechanisms regarding adaptive and shock-responsive social protection are a key stakeholder group. Among these, most notably:

In Barbados:

- The **Ministry of People Empowerment and Elder Affairs** as the main government partner to implement the Joint Programme in Barbados is responsible for the social assistance pillar. It encompasses the Welfare Department, the National Assistance Board, the Child Care Board, the National Disabilities Unit, the HIV/Aids Commission as well as the Bureau of Gender Affairs. It is responsible for the National Assistance Programme as well as the National Poverty Fund and the transition from the former ISEE Bridge Programme. It also houses the IDB-supported Strengthening Human and Social Development project, backed by a 10mn IDB loan. As part of its support to the

BERT, the Caribbean Development Bank is strengthening human resource capacities through three social protection specialists (one each in the Ministry of People Empowerment and Elder Affairs, Statistical Services and the Ministry of Finance, Economic Affairs and Investment).

- The **Disaster Emergency Management (DEM)** Department in Barbados under the Ministry of Home Affairs has a mandate to develop, promote and maintain a comprehensive national disaster management programme, which will educate all citizens about the various elements of disaster management, create appropriate mechanisms which will promote and advance disaster management activities at all levels of society. To this end, it is of particular importance to the DEM to be able to rely on data from other national entities as well as relevant analyses and improve information sharing across sectors.
- The **National Climate Change Committee (NCCC, eSaint 2012)**, coordinated by the **Ministry of Environment** and comprised of representatives from relevant government ministries, non-governmental organizations and private sector agencies, monitors the implementation of the draft National Climate Change Policy Framework.
- Other relevant ministries involved in the SDG Fund consultations include: the **Ministry of Finance, Economic Affairs and Investment**, which also houses the National Insurance Scheme, the **Ministry of Labour and Social Partnership Relations**, the **Ministry of Education, Technological and Vocational Training**, the **Ministry of Youth and Community Empowerment** and **Health and Wellness**. Common concerns raised were the safeguarding of poverty reduction and social development achievements during the BERT implementation and also in the face of shocks, the involvement of communities and civil society actors in the process and addressing fragmentation both in programming/service provision and data/information sharing.

In Saint Lucia:

- The **Ministry of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government** oversees the main Public Assistance Programme (PAP) as well as the Child Disability Grant. Its welfare officers are often the first point of contact for people in need and facilitate additional support services. The Ministry has a strong interest in updating the current Social Protection Policy (2015) (with support anticipated from the World Bank) as well as the drafted Social Protection Bill with a view of adaptive capacity, migration and gender, as well as close complementarity with the World Bank Human Capital Resilience project planned in Saint Lucia tied to a loan of about USD 20m, focusing on strengthening technical and vocational education and training, components of the social protection system, and technical assistance and project management. Within the framework of the existing working UN -World Bank partnership in the Eastern Caribbean, the Joint Programme will work closely with the World Bank and national implementing partners to ensure synergies and optimization of resources.
- The **Ministry of Education, Innovation, Gender Relations and Sustainable Development**, is a signatory to the concept note, as it houses the **Department of Sustainable Development**. This department is also the leading entity to ensure that environmental management becomes an integral part of the development process in Saint Lucia, whereas the National Climate Change Committee (NCCC, eSaint 1998) is the respective inter-agency coordinating mechanism to facilitate climate change adaptation in Saint Lucia. In order to ensure a cohesive approach to the

implementation of the Sustainable Development Goals, the Government of Saint Lucia has also established a **Sustainable Development Goals National Coordinating Committee (SDGNCC)**, to which the SDG Fund proposal was presented as well. The multi-sectoral committee is tasked to guide the implementation and monitoring of the SDGs in Saint Lucia, co-chaired by the Ministries responsible for Sustainable Development as well as Economic Development.

- The **Department of Economic Development, Transport and Civil Aviation** is a key partner in Saint Lucia, having appointed the main focal point for Joint Programme implementation and coordination of different ministries. It oversees and coordinates the planning and management of the country's national development planning framework, donor engagement and coordination, utilizing suitable consultative mechanisms to deliver a high quality of service, and to contribute to the formulation of appropriate policies to accelerate social and economic development.
- **The National Emergency Management Organization (NEMO)** in Saint Lucia is spearheading the disaster risk management efforts in the country including developing, testing and implementing adequate measures to protect the population from the physical, social, environmental and economic effects of both natural and man-made disasters. It is currently in the process of reviewing disaster risk management legislation.
- **The Ministry of Infrastructure, Ports, Energy and Labour** is another very relevant stakeholder, which was also part of the government consultations for the SDG Fund and is interested in forging links across sectors to their livelihoods/employment support for poverty reduction - along with the National Workers Union.

Across both countries, **service providers** who deliver social protection services will also be considered. These include social workers and community council members as well as the aforementioned social welfare officers (see Saint Lucia) who have voiced a strong interest in standardized operation procedures, better referral services and integration of service delivery, but also social workers and community council members.

At regional level:

- **The Organization of Eastern Caribbean States (OECS)** is the key partner for Joint Programme implementation at regional level. It is dedicated to economic harmonization and integration, protection of human and legal rights, and the encouragement of good governance among independent and non-independent countries in the Eastern Caribbean. This inter-governmental organization comprises Anguilla, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Vincent and the Grenadines, the British Virgin Islands, and - most notably for this Joint Programme - Saint Lucia, as well as Martinique and Guadeloupe as most recent additions. The 2010 revised Treaty of Basseterre created an economic union establishing a single financial and economic space within which goods, people and capital move freely, monetary and fiscal policies are harmonized and countries continue to adopt a common approach to trade, health, education and the environment, amongst others. In this context, the OECS Commission is particularly interested in driving the implementation of its Policy on Rights Contingent to the Freedom of Movement. It is also in the process of developing a regional Social Protection Policy with the potential to advance the sector and particularly universal and adaptive social protection across the region further, not only through the OECS Technical Working Group on Social Protection, but also via fora such as the OECS

Council of Ministers on Social Development. The OECS Living Standard Measurement Committee, including country national stats office, staff from social development and economic planning ministries, also plays a critical role in establishing the criteria, timing and strategy for the monitoring of living standards and labour conditions in the OECS, and has a well-established relationship with the majority of the Joint Programme PUNOs as associated members.

- The **Caribbean Disaster Emergency Management Agency (CDEMA)** is a regional intergovernmental agency for disaster management in the **Caribbean Community (CARICOM)**. With its initial responsibility for the coordination of emergency response and relief efforts to participating states requesting assistance, it now takes an integrated and proactive approach to disaster risk management and seeks to reduce the risk and loss associated with natural and technological hazards and the effects of climate change to enhance regional sustainable development. As such, the adaptive component of this Joint Programme is of particular interest in advancing this goal. CDEMA currently covers 18 Member States², including Barbados and Saint Lucia, and has well-established relationships with most of the Joint Programme partners.
- The **International Financial Institutions (IFIs)** active in the region include the Caribbean Development Bank (CDB), the Inter-American Development Bank (IDB) as well as the World Bank. In Barbados, the IDB is supporting the Strengthening Human and Social Development project under the Ministry of People Empowerment and Elder Affairs with a USD 10m loan, whose disbursement this Joint Programme can support and accelerate progress by addressing key bottlenecks. The loan seeks to reduce extreme poverty and unemployment, promote productive labour market inclusion and create an efficient MIS. As noted previously, the CDB will further strengthen capacities of key national counterparts in Barbados through three social protection consultants in government ministries and departments. The CDB is interested in close cooperation with the Joint Programme to leverage synergies at the country's critical juncture of the BERT process.
- In Saint Lucia, the World Bank is planning a USD 20m loan for the Human Capital Resilience project. It focuses on strengthening technical and vocation education and training, as well as strengthening the social protection system and service delivery. The government values and is interested in the UN's role to bring in PUNOs' expertise from previous country engagement and strengthen elements of the social protection system in its adaptive capacity at policy and programme level, in close coordination with the responsible Ministry of Equity as the main institution responsible of the implementation of the Human Capital Resilience project.

2. Programme Strategy

2.1. Overall strategy

The Joint Programme seeks to accelerate SDGs 1, 5 and 13, and targets 1.3, 5.1, 5.4 and 13.1 specifically, while promoting the Leave No One Behind (LNOB) commitment. To achieve this, the programme will support the development of an adaptive model of universal social protection and ensure that people's resilience to the impacts of climate change is enhanced. This will be done through a combination of community, national and sub-regional

² Anguilla, Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Republic of Guyana, Haiti, Jamaica, Montserrat, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Republic of Trinidad & Tobago, Turks & Caicos Islands and the Virgin Islands.

efforts supporting changes to social protection policy/legislation and programme design and delivery that are (i) evidenced at the community level through innovative piloting; (ii) scaled up at the national level through evidence-based and gender-responsive policy reform and legislation; and (iii) impactful at the regional level through policy engagement and South-South learning promote transformational impact at scale.

The programme will improve social protection coverage and efficiency through strengthened systems for evidence-based policy and programming, including data analysis and systems to inform targeting and planning. Concrete shock-responsive social protection mechanisms will be developed and piloted at the community level, informed by analysis of livelihoods, seasonality and risk. The Joint Programme will aim to influence and leverage loans from the IFIs, including an IDB loan for the Human and Social Development project in Barbados and a complimentary loan under development between Saint Lucia and the World Bank for the Human Capital Resilience project. In Barbados, this will be supported by seeking to identify and address bottlenecks related to social protection design and implementation, and in Saint Lucia, by bringing a people-centred approach to social protection reform, including through evidence on vulnerability and risk.

While the Caribbean region has invested in social protection, resulting in important development gains over recent decades, significant reliance on debt and more intense exposure to climate-related shocks, necessitates a shift to better meet the changing needs of those furthest behind. The Joint Programme aims to address issues of fragmentation as well as lack of availability and use of data and inform a shift to ensure resources are best utilized within the context of economic, social and environmental vulnerabilities. The Joint Programme will thus support the governments of Saint Lucia and Barbados as well as the OECS to reduce poverty and address inequalities and strengthen people's resilience through predictable access to universal adaptive social protection.

The Joint Programme aims to put the LNOB principle into practice by contributing to increasing people's access to adaptive social protection with a focus on the identified target groups, thus progressively working towards universal social protection. The Joint Programme follows a rights-based approach, which the programme will adopt in its contribution to adapting policies and legislation, supported by improving analysis and identification of needs and vulnerabilities and helping to increase access to integrated services addressing these needs and vulnerabilities. Specifically, the unmet needs and urgency for equitable, targeted and appropriate services particularly for people in poverty and vulnerable, including the key target groups described above, will be brought to the forefront of social protection and disaster risk management reform in the Eastern Caribbean.

A critical feature of the Joint Programme's commitment to the LNOB principle is the recognition of the diversity of experiences and needs of vulnerable groups and their interconnections. Existing data and assessments of the social protection systems of Saint Lucia and Barbados has highlighted the need to improve coverage overall, but particularly address specific vulnerabilities of the elderly, young people and single women and people with disabilities.

The Joint Programme will thus directly contribute to advancing Barbados' social policies, especially in the areas of economic, social and cultural rights, in order to provide the greatest possible welfare to its population (UPR 2018), strengthening Saint Lucia's social protection framework to ensure that sustainable development in Saint Lucia is inclusive and equitable (UPR 2015) and so as to more effectively mitigate the multiple social, economic and environmental impacts of climate change (CRC 2017).

The Joint Programme differs from conventional approaches to advancing social protection in that it addresses the risk and impacts of climate-related and other shocks on people and social protection systems - making them *adaptive* - throughout policy formulation and legislation, analysis and use of data, innovative financing strategies and programming - at national, community and regional level. To this end, it links social protection with disaster risk management and climate change adaptation, a relatively new approach in practice, and particularly new and relevant in the region.

Countries in the ECC have shown strong commitment to strengthening social protection and disaster risk management frameworks, driven in part by recent emergency responses using social protection and disaster risk management systems, which has proven successful in an ad hoc manner. For example, in the OECS states in 2017 following Hurricanes Irma and Maria in 2017, the British Virgin Islands and the Commonwealth of Dominica linked emergency responses to their social protection systems and programmes. Similarly, although Saint Lucia was unaffected by the storms, the government provided social protection services to a small group of Dominicans who arrived in Saint Lucia Hurricane Maria. This Joint Programme will help to institutionalize these and other approaches in a more predictable manner by implementing preparedness investments before shocks occur.

The Joint Programme is timely and has transformational potential, as Saint Lucia, Barbados and the OECS are committed to pursuing measures to strengthen social protection and disaster risk management. Saint Lucia has conducted a comprehensive social safety net assessment in 2009, an evaluation of some programmes as well as a fiscal space study on social protection. To date, the government is prioritizing to update and review the 2015 National Social Protection Policy and to complete its legislation to strengthen implementation of its programmes and establish an integrated, adaptive social protection system. In addition, Saint Lucia's national DRM policy is also up for revision and provides a timely and strategic opportunity to include shock-responsive social protection considerations. Barbados has requested UN support for assessing its social protection system in the face of limited fiscal space and within the context of the country's macroeconomic reform priorities of BERT to provide the government with better financial scenarios, optimization of its supply chain combined with data instruments and alternative financing opportunities. Both Saint Lucia and Barbados have also championed the development of [National Adaptation Plans](#) incorporating elements of vulnerability into existing national surveys and assessments. The Joint Programme will advance national and sub-regional efforts by complementing funding from IFIs in both Saint Lucia and Barbados to ensure a transformative approach, while engaging with OECS, CDEMA and promoting South-South learning as multiplier effect to additional countries in the ECC.

The Joint Programme will build on Participating UN Organizations (PUNOs) national and regional engagement on social protection, climate change adaptation and disaster risk management policy and system strengthening with an approach rooted in the UN Multi-Country Sustainable Development framework (UNMSDF 2017-2021). WFP, UNICEF, UNDP, UN Women and ILO are well positioned to provide comprehensive technical support, credible advocacy to influence policy and legislation, as well as ability to model innovative approaches for scaling up and replication. This includes extensive experience in joint support of social protection and disaster risk management policies and legislative reforms in several countries; the modelling of innovative social protection delivery systems and sustainable livelihoods programmes for scale up and replication; budget and fiscal space studies to inform allocation of resources and ensure efficiency gains; and vulnerability and gender analysis and strengthening data collection tools integrated in cross-sectoral approaches. The United Nations system is also credited for its impartial policy support, advice and advocacy; technical expertise and promotion of intergovernmental cooperation. This distinguishes the UN as a

partner of choice for governments, with IFIs and the private sector supporting components of the Joint Programme.

The Joint Programme will contribute towards the UNMSDF objective of addressing access to equitable social protection systems, quality services, and sustainable economic opportunities, focusing on realizing the right to social protection by supporting governments in providing coverage to the population through social protection floors built on the needs of the most vulnerable. In line with the UNMSDF, the Joint Programme will have the broad objective of supporting Saint Lucia, Barbados and other OECS countries to ensure that policies, responses, and mitigation strategies recognize that women, men, girls, and boys experience poverty and economic growth opportunities differently, and that it is through universal, comprehensive coverage that we can ensure that their specific needs are adequately addressed. This in turn, will support systematic planning to reduce equity gaps and multidimensional poverty.

This Joint Programme will also contribute to the MSDF existing coordinating structures, particularly to the Virtual Policy Network on “An inclusive equitable and prosperous Caribbean.” Tools and best practices developed through the Joint Programme could benefit from this consultative mechanism, while also the VPN would serve as a platform for knowledge sharing to the broader Caribbean region.

2.2 Theory of Change

Summary

The Joint Programme will contribute to creating an enabling environment for poor and vulnerable people to have predictable access to universal and adaptive social protection. This will support the higher goal of reducing structural inequality, reducing poverty and building resilience. Predictable access to universal and adaptive social protection will be promoted through an approach that spans and connects community, national and regional levels. At community level, the Joint Programme will pilot innovative adaptive and shock responsive services within existing national programmes to generate evidence for social protection reform and strengthen the targeted communities’ ability to anticipate, absorb and recover from major shocks. At national level, the Joint Programme will contribute to strengthening national social protection systems to support integrated service delivery by improving institutional capacities and evidence-based social and disaster risk management policies and legislation. In addition, it will strengthen national social protection programmes with improved management and operational tools. To ensure fiscal sustainability and expanded coverage of social protection, it will also support the introduction of innovative financing strategies through analysis of fiscal space and developing of new financing options aligned with national macro-economic reform priorities. At regional level, legal and policy coherence will be supported by strengthening regional capacities, inter-institutional engagement and South-South cooperation in the Eastern Caribbean.

Detailed Explanation

The Joint Programme is grounded in the premise that reducing poverty, accelerating structural transformations and building resilience necessitates an innovative model of adaptive social protection, which is based on an understanding of the socio-economic, climatic and disaster risks and vulnerabilities. Such a model is needed to ensure that individuals, households and communities can anticipate, absorb and recover from large-scale shocks and stresses with efficiency, efficacy and equity. This requires a combination of (1) strengthening social protection operational capacity and evidence-based policy reform at the national level, (2) community-based piloting to generate evidence and ensure relevance and (3) supporting regional knowledge-sharing and policy coherence to promote transformational impacts at

scale. The outcome of the Joint Programme for Barbados, Saint Lucia and the Eastern Caribbean is that:

- **Poor and vulnerable people have predictable access to adaptive universal social protection.**

This outcome is aligned to ongoing and forthcoming national and sub-regional plans and PUNOs initiatives to strengthen social protection systems and programmes with a view to address emerging socio-economic and climate-related risks in small island developing states. Five outputs reflecting national, community and regional-level interventions, have been identified to achieve the outcome:

At community level: Targeted communities benefit from realignment of social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks and stresses.

At national level:

- Institutional capacities are strengthened for integrated service delivery through the development of evidence based, gender-responsive social and disaster risk management policy and legislation.
- Innovative financing strategies are introduced to ensure fiscal sustainability for minimum expanded coverage.
- Implementation of national social protection programmes is strengthened with improved management and operational tools.

At regional level: Regional capacities are strengthened for adaptive social protection by engaging stakeholders for policy coherence and South-South Cooperation.

Leading to the outputs, the Joint Programme will implement tailored strategic actions that leverage the expertise, technical capacities and comparative advantage of PUNOs:

- a) Contribute to the strengthening of national systems to support adaptive social protection service delivery, through: gender-responsive social-economic and disaster risk management policies, protocols and guidelines; fiscal sustainability; and improved management and operational tools;
- b) Design and pilot innovative adaptive and shock responsive services within existing programmes to generate evidence for social protection reform, through targeted community-based social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks; and
- c) Contribute to strengthening regional approaches and build policy coherence for social resilience in the OECS, through regional engagement and South-South cooperation for adaptive social protection.

ToC Assumptions

The key assumptions of the theory of change are: (i) Governments and their partners show continued commitment at the community, national and regional level to strengthen capacities for a coherent and adaptive national system providing integrated social protection service delivery; (ii) fiscal policies and related reforms will keep budget deficits and debt levels to current or lower levels to allow for innovative financing strategies; (iii) space and platforms for evidence to inform decision-making exist, and they can be utilized as part of strengthening social protection reform and shock-responsive services; (iv) regional mechanisms and institutions can support regional policy coherence for social resilience in the OECS/Eastern Caribbean; (v) Donors and development partners will support the programme and its

integration and/or complementarity within existing and forthcoming social protection initiatives and investments.

2.3 Expected results and impact

The expected result of the Joint Programme is the development of a customized and transformative model of universal adaptive social protection built on an expanded understanding of vulnerability in Saint Lucia, Barbados and across the OECS. The programme will support national, sub-national and regional entities to ensure that social protection systems and programmes are more flexible, scalable, sustainable, gender-responsive and risk-informed through the below activities, which leverage the comparative advantages and mandates of PUNOs. These have been identified as the fundamental components to accelerate the implementation of the SDGs in the ECC, including on poverty, climate action, gender inequality, and food security.

Outcome		
Poor and vulnerable people have predictable access to adaptive universal social protection		
Output 1	Key Activities	Accountable PUNO
Institutional capacities are strengthened for integrated service delivery through the development of evidence-based, gender-responsive social and disaster risk management policy and legislation	1.1 Review St Lucia legislation to include adaptive social protection and gender-responsiveness, and support review of respective policy (with WB)	UNICEF, WFP
	1.2 CODI & roadmap follow- up in Barbados	ILO, UNDP, UNICEF
	1.3 Review St Lucia disaster risk management national plans to include adaptive social protection considerations	WFP
	1.4 Analysis of St Lucia household budgetary survey and other data, including related to gender, to inform policy revision (1.1)	UNDP, UNICEF
Output 2	Key Activities	Accountable PUNO
Innovative financing strategies	2.1 Analysis of expenditure and fiscal space for adaptive social protection in Barbados and St Lucia	ILO, UN Women, UNICEF

are introduced to ensure fiscal sustainability for minimum expanded coverage	2.2. Design of new financing Strategies for adaptive and shock-responsive social protection in St Lucia & Barbados	WFP, UNDP
Output 3	Key Activities	Accountable PUNO
Implementati on of national social protection programmes is strengthened with improved management and operational tools	3.1 Reviewing and addressing gaps to ensure access to social services to support adaptive universal social protection, including for women (St Lucia)	UNICEF, UN Women
	3.2 Reviewing and optimizing delivery mechanisms and supply chain (cash, in kind)	WFP
	3.3 Procedures for shock response/tailoring social assistance for emergencies	WFP, UNICEF
	3.4 Data analysis & planning	WFP
Output 4	Key Activities	Accountable PUNO
Targeted communities benefit from realignment of social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related	4.1 Piloting of community-level shock-responsive social protection interventions in St Lucia	WFP
	4.2 Analysis of livelihoods, seasonality and risks at community level in Saint Lucia	WFP

shocks and stresses		
Output 5	Key Activities	Accountable PUNO
Regional capacities are strengthened for adaptive social protection by engaging stakeholders for policy coherence and South-South Cooperation	5.1 Strengthening OECS wide framework for adaptive social protection	UNICEF, ILO, WFP
	5.2 South-South Exchange and Learning	WFP
	5.3 Development of a regional census-based approach to measurement of SDG 5.4.1 (unpaid care work) and technical workshop on use of time use data in post-disaster needs assessment	UN Women

Results anticipated and how will these be achieved

The end result anticipated is that people have access to universal adaptive social protection. To achieve this result, **three broad changes** are anticipated through the five outputs:

- Community-level evidence is generated to inform social protection reform;
- National systems are strengthened to design and deliver universal adaptive social protection services;
- Regional approaches and policy coherence on adaptive social protection and social resilience and are strengthened.

This anticipates that at community level, the expected result will be evidence for an adaptive approach to social protection to inform social protection reform. At national level governments have available data and evidence on vulnerability and adaptive, gender-responsive social and disaster risk management policies and operational tools, which support the design and delivery of universal adaptive social protection services. At regional level, adaptive social protection and increased access to it are reflected coherently in regional approaches and respective policy on social protection and social resilience.

The first three outputs together contribute to strengthened national systems to support universal adaptive social protection service delivery. These improved systems include, but are not limited to, those related to targeting, information management/data analysis, coordination, delivery and financing. These will be strengthened through influencing the development of gender-responsive social protection and disaster risk management policies; national legal and fiscal space frameworks, tailored and adaptive operational tools; and developing predictable financing options for adaptive social protection. Those efforts will

identify and address bottlenecks that hinder the expansion, efficiency and adaptive capacity of systems to climate-related risks and shocks, such as human, financial and technical capacity, an enabling policy and legal environment; and tools, mechanisms and protocols needed for an adaptive system that can adequately meet the needs of poor and vulnerable groups. These efforts will help ensure that national social protection programmes systematically address the feminization of poverty and inequalities and inequities that particularly women, children, youth and the elderly face. By putting people at the heart of evidence and experience, these outputs will bring a people-centred approach to the Joint Programme's efforts to influence broader social protection reform processes supported by IFI policy loans.

The second area of change, which is covered by Output 4, is building community-level evidence for such adaptive social protection reforms. This will be achieved by piloting innovative adaptive and shock-responsive services, embedded within existing social protection programmes and linked to disaster risk management. The pilot will test adaptive measures with a focus on people's specific and shared risks and their differential access to programmes, generating practical "bottom up" evidence, including implications for data, targeting and delivery mechanisms. The pilot will provide nuanced insights on experiences, risks and constraints facing women, elderly and other groups in the community (e.g. livelihood groups) to ensure that national level reforms, including broader reforms supported by IFI policy loans, are informed by community realities. These community-level experiences, analysis and evidence, combined with practical insights on implementation through existing national mechanisms, will support Outputs 1 and 3, which seek to improve social protection policy, legislation and delivery.

The third area of change, covered by Output 5, is to strengthen regional approaches and policy coherence on adaptive social protection and social resilience across the OECS, including through South-South learning for a multiplier effect across participating Eastern Caribbean states. This will be informed by the policy, programming and financing developments achieved through Outputs 1,2,3 and 4. Inherent in this result will be increasing dialogue on the challenging issue of access to social protection by people fleeing to other countries in response to a disaster or other major shock.

Expected impact in terms of changed situation for the target group/s

In Saint Lucia and Barbados, people living in poverty and on the frontline of climate change need predictable access to social protection systems catered to current and future risks. This is particularly important for women, children, the elderly, who face risks and needs related to gender and different stages of the life cycle. By the end of 2022, these people will have increased access to adaptive social protection programmes and systems that are gender-sensitive and risk-informed. This will contribute to the higher and longer-term goal of reducing structural inequality and poverty and building resilience.

Better understanding of risks and vulnerabilities, related to climate-related shocks, gender and life-cycle stages, will inform measures to enable programmes to better support the resilience of people over time. With climate change increasing the prevalence and severity of disasters in Caribbean and chipping away at the viability of certain livelihoods, access to such systems will also ensure that people's vulnerabilities are not exacerbated in the face of future shocks, because social protection systems will have greater capacity to respond flexibly and at scale in the event of large-scale shocks and other stressors.

Indirectly, migrants and people living in OECS Member States will benefit from these positive changes. South-South cooperation, policy dialogue and the sharing of best-practices and

learnings on adaptive social protection among OECS member states will strengthen policy coherence and align efforts to the LNOB approach to address rising inequalities, gender and age-specific disparities to climate change and related shocks. This will include efforts towards the harmonization of approaches to tackle issues pertaining to climate-related cross-border migration and displacement in the Eastern Caribbean, through adaptive universal social protection.

How anticipated results align with other actions, plans and national/regional priorities

The expected results of the Joint Programme are directly aligned with the 2017-2021 UNMSDF, which articulates the partnership and support which Caribbean countries have requested to the UN, particularly responding to two out of the four priority areas: **1. An Inclusive, Equitable and Prosperous Caribbean;** and **4. A Sustainable and Resilient Caribbean.** The UNMSDF is anchored in the SDGs and contributes to the fulfilment of the SIDS SAMOA Pathway which recognizes social development - and within social protection - as one of the three dimensions of sustainable development crucial to ensure development progress by small island developing states, and the CARICOM Strategic Plan 2015-2019. The proposal's results are also in line with Saint Lucia National Social Protection Policy (2014), the Barbados' Development of a Social Policy Framework for Barbados Diagnosis (2014) and the OECS regional cooperation framework, Development Strategy (2019-2028) and Social Protection Strategy (forthcoming).

All proposed actions stem from ongoing and forthcoming initiatives, recommendations and specific requests from the Governments of Saint Lucia, Barbados and the OECS commission. Efforts will be government-led and driven by nationally owned solutions, reinforcing multi-stakeholder engagement at the national, community and regional level including government ministries, state institutions, community networks, beneficiaries and regional bodies to ensure maximum impact, meaningful participation and broad-based ownership. The sustainability of results will be achieved through (i) ongoing budget and fiscal space analysis and advocacy with focus on ensuring sustained domestic funding for social protection with updated policy and legislative frameworks; (ii) modelling adaptive social protection at the community level to generate sufficient and clear evidence for scalability and multiplication; (iii) complementarity with on-going efforts and investments from the IFIs and other stakeholders; (iv) investing in institutions and programmes that already work; and (v) using a systems approach to ensure sustainability is built in from the design stage. All of these will directly contribute to integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale, Outcome 1 of the SDG Fund.

How anticipated results support progress towards the achievement of the SDGs

Three key targets will be addressed through Joint Programme interventions to increase the adaptability of social protection to prepare for and respond to shocks and stresses by strengthening its linkages to disaster risk management and climate change adaptation. Specifically, the Joint Programme is expected to contribute to strengthening institutional capacities to expand coverage and adequate social protection through vulnerability analysis and identification of at risk people on this basis, promoting a national social protection floor and sustainable and risk-informed financing (1.3); as well as improvements to service delivery to boost people's resilience and risk-management capacities (13.1) through evidence-generation and regional cooperation and knowledge sharing.

Gender equality and women's empowerment (5.1 and 5.4) will be mainstreamed throughout the design and implementation of measures under this Joint Programme. The power of data

will be harnessed to drive evidence-based policy reforms and programming, leading to measurable improvements in access, adequacy and impact of gender-sensitive “last-mile” services - including in the event of large-scale shocks. This analysis will consider the effects of climate change on an already impoverished population, as well as livelihoods, seasonality, issues that hinder women's access to employment such as the cost of child care, amongst other factors that further exacerbate existing vulnerabilities. This will contribute to understanding better the underlying causes of poverty and vulnerabilities to identify who is left behind and why. Through PUNOs’ complementarity of efforts and a sequenced approach to project implementation, the Joint Programme will strengthen Governments’ capacities to improve the design, delivery and fiscal sustainability of adaptive social protection systems to narrow gender gaps in poverty rates; enhance women’s income security; provide a lifeline for poor women, especially single mothers; and boost female-headed households resilience to climate-related shocks.

2.4 Financing

The SDG Fund will support catalytic policy and innovative interventions - which build on investments undertaken so far by implementing PUNOs and by governments - towards the development of an adaptive universal social protection model in the Eastern Caribbean.

The overall budget for the Joint Programme is estimated at US\$ 4,804,402 million, of which US\$ 3,000,000 (62 %) million is requested from the SDG Joint Fund. The budget includes a small allocation to strengthen synergies under the existing Virtual Policy Networks on regional approaches on social protection from all SDG Fund interventions in the Caribbean under the UN MSDF framework. At least 19 % of the budget is directed towards implementing data capturing, generating tools, piloting services, etc. that ensure gender mainstreaming and promote gender equality and women’s empowerment through the programme’s intervention.

As this Joint Programme supports two national governments and a regional institution, specific funding will be earmarked to each of the countries and to regional efforts.

This Joint Programme represents good value for money for several reasons. First, it builds on existing programmes and policy efforts from the five PUNOs, which are currently working on social protection, disaster risk management and gender equality. PUNOs’ co-funding for Saint Lucia, Barbados and OECS is estimated at US\$ 1,804,402.35 million. Each agency will co-fund as follows: UNICEF \$ 757,155.00, WFP \$ 451,430.48,000, UNDP \$ 350,000.00, UN Women \$ 160,000.00, and ILO \$ 85,816.87.

Second, as detailed in earlier sections, the Joint Programme will leverage programmes and resources from IFIs such as Inter-American Development Bank, the World Bank and the Caribbean Development Bank, which already have existing agreements and policy-based loans with the government of Saint Lucia and Barbados and other Eastern Caribbean countries. The injection of financing through the fund is very timely. For Barbados, it can leverage resources and inter-institutional response under the approval of an IDB policy loan for the social protection sector. In Saint Lucia, a major programme to accelerate social protection reform is set to begin in 2020, supported by an anticipated World Bank \$20m loan, provides a significant influencing opportunity for the Joint Programme’s evidence, policy and operational efforts.

Third, the Joint Programme uses policy, piloting and regional relationships to ensure that investments in the Joint Programme inform broader efforts in the region to promote adaptive universal social protection. Compared to alternative approaches, such as directly implementing programmes at scale, these are relatively “low cost” activities to influence national social protection systems to be more universal and adaptive in the future. Through

inclusion of analysis on gender and groups at risk of being left behind, as well as activities to address specific constraints facing women, these efforts also promote gender equity.

Finally, the Joint Programme is good value for money as it includes the development of strategies for financing - thus using its resources to help ensure future resources to support adaptive universal social protection. These efforts will help ensure the leveraging of future resources and sustainability after the completion of the joint programme.

2.5 Partnerships and stakeholder engagement

National Governments

In **Saint Lucia**, the Joint Programme will be implemented under the stewardship of the Ministry of Equity, Social Justice, Local Government and Empowerment, which oversees the country's main social protection programmes. This will be carried out jointly with the Ministry of Education, Innovation, Gender Relations and Sustainable Development, signatory of the Joint Programme endorsement letter, and the Department of Economic Development, Transport and Civil Aviation, one of the co-chairs of the Saint Lucia Sustainable Development Goals National Coordinating Committee, established under the country's National Coordination Mechanism for the 2030 Agenda. In **Barbados**, project implementation will be under the stewardship of the Ministry of People Empowerment and Elder Affairs, the main entity in charge of the social protection sector, in coordination with other relevant state actors including the Ministry of Economic Affairs, Disaster Emergency Management Department, under the Ministry of Home Affairs, among others. Government focal points have been nominated by leading ministries to ensure technical oversight, intersectoral coordination and the leveraging of resources and capacities with other national and development institutions for maximum impact, cohesion and the Joint Programme implementation.

PUNOs and broader UNST

Considering the broad range of expertise that the UN can draw upon from a multi-country office context in the Eastern Caribbean, the Resident Coordinator and its office will facilitate along with the Joint Programme co-leading agencies the promotion of synergies and leveraging of the Joint Programme results with other Agencies initiatives as well as its articulation to the MSDF.

The **Joint Programme is carried out by 5 PUNOs**, accountable for programme implementation and the achievement of results, while ensuring a cohesive UN approach to maximize synergies and results. As a multi-country office, the proposed interventions will require a comprehensive and integrated dimension to ensure acceleration of social protection linked to climate change and disaster risk management in Saint Lucia and Barbados. The number of PUNOs is based on required expertise and capacity to deliver the interlinked outputs at community, national and sub-regional levels. The co-lead agencies, **WFP and UNICEF**, have global expertise and staff in the Caribbean offices supporting governments in the development and strengthening of social protection systems, programmes and policies. In the Caribbean, WFP has expertise in disaster risk management and shock-responsive intervention, including cash-transfers, with social protection focus; while UNICEF brings its expertise on social protection policies and partnership with OECS. Both agencies are responsible for the Joint Programme strategic engagement and dialogue with countries and regional counterparts to ensure ownership, networking, technical approach, and the efficient use of resources for the day-to-day implementation of the programme. **UNDP, UN Women and ILO** will be responsible for the implementation of activities and outputs as defined in their respective work plans, mandates and expertise. PUNOs unique contributions to the Joint Programme are summarized below:

Drawing on **WFP's** significant global expertise, the WFP Barbados Office for Caribbean Preparedness and Response is strengthening regional and national capacities to assist populations affected by or at risk of disaster and shocks in 22 Caribbean countries. This includes support and expertise on disaster risk and vulnerability analysis, improving integrated supply chain management, supporting national social protection systems to respond to shocks, and linking such programmes to climate change adaptation, disaster risk management and financing. With its long tradition of implementing and supporting social protection and safety nets and global leadership in implementing in-kind and cash-based assistance in emergencies, WFP is well positioned to support governments to operationalize the humanitarian and development nexus and enhance vulnerable people's resilience to climate-related shocks through more adaptive and responsive social protection systems and linkages with disaster risk management. WFP also brings a wide-ranging portfolio on data collection and analysis and is supporting the development of financing strategies for shock-responsive social protection in the Caribbean.

As part of the Joint Programme, WFP will continue to build on the ongoing support to the Government of Saint Lucia, where it conducted a case study on shock-responsive social protection and acted co-lead agency for the social dimension component of the MAPS Mission, to strengthen social protection systems and programmes with a view to accelerate national development plans. In Barbados, where it conducted end-to-end supply chain management training including modules on shock-responsive social protection, WFP continues to engage with the government, including disaster risk management authorities. Regionally, WFP engagement with the OECS Commission, CDEMA and CCRIF will also be leveraged for maximum impact of initiatives.

UNICEF's mandate is rooted in the Convention on the Rights of the Child (CRC), reflected in UNICEF's work on social protection that is guided by a rights-based approach that promotes universal coverage for all and prioritizes the poorest and most vulnerable children. UNICEF's key results also stress that its social protection work is to help governments strengthen their systems to be shock-responsive, as the impacts of shocks most severely affect the most vulnerable, particularly children. UNICEF's strong comparative advantage is ensuring that child-sensitive information is sufficiently and adequately collected, analyzed and reported, and that social protection systems are not only disability- and gender-sensitive, but also shock-responsive.

UNICEF's Eastern Caribbean Area Office works closely with 12 countries and territories in the region to help governments fulfil their commitments to the United Nations Convention on the Rights of the Child. UNICEF has been involved in assistance to Caribbean children since the 1950s, and since 1986 through its Barbados Office to serve the Eastern Caribbean. UNICEF's long-standing experience in the Eastern Caribbean includes support to such policy and legislation as well as programming during and after a crisis across development and humanitarian contexts. The Joint Programme can build on this work in the development and implementation of shock-responsive social protection *systems*. This includes UNICEF's extensive support in developing and strengthening policy and legislation as well as programming to be child- and gender-sensitive as well as shock-responsive to effectively address multiple deprivations affecting the most vulnerable children across the lifecycle, and building their resilience, through adequately funded social investments and rights-based quality social services and based on disaggregated data on children. Through facilitated south-south exchanges and technical support also at regional level through partnerships including with the OECS and CDEMA, UNICEF supports efforts in strengthening national governments' capacities to develop and deliver inclusive and equitable social protection *systems* to reduce social vulnerabilities and strengthen the resilience against climate-related, but also food, fuel and economic crises and other shocks.

The **ILO** contributes to building the resilience of nations and people caught in all situations, including disasters, through its distinctive rights-based development approach. In direct collaboration with its Member States, tripartite constituents, UN partners, international and national agencies, ILO supports an employment-centred recovery from crises while promoting decent work and social justice as key drivers of resilience and social cohesion. In the Caribbean, the ILO Office for the Caribbean provides advocacy, technical guidance, training and technical cooperation on policy and technical issues related to labour and employment, to the tripartite constituents. The ILO's involvement in the context of climate-related disasters offers pathways to strengthen economic opportunities, social protection coverage, inclusive growth and decent work. This work is done through a number of means, specific to the context, the existing social and physical infrastructure, the current economic drivers and where there exists potential for economic growth and employment opportunities that are decent and sustainable.

UN Women is working towards further strengthening national capacity to monitor commitments to global gender equality norms and commitments specified in the Beijing Platform for Action (BPfA), Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), and the SDGs. UN Women will deploy its technical expertise to address the structural inequalities that exist, and which undermine resilience to economic and climatic shocks from a gender perspective; as well as the relationships between gender, unpaid care work and resilience to climate-related and economic shocks. The Joint Programme will leverage the strategic partnership in place between UN Women and the CARICOM Secretariat on Gender Statistics for measuring unpaid care and domestic work. UN Women will also deploy its global technical expertise on gender-responsive budgeting to assess fiscal space for physical and service delivery infrastructure for the reduction of unpaid care work in Barbados and St. Lucia. UN Women will further pilot approaches for optimizing social protection service delivery to connect the most vulnerable families with high care burdens - the majority of which are headed by women - to services and support to reduce unpaid care work.

UNDP's expertise and experience directly relevant to the Joint Programme includes its support to poverty and inequality reduction and integrating gender equality and climate change considerations into programmes. UNDP directly supported the development and piloting of the SLC-HB as part of the CDBs expanded Country Poverty Assessment (eCPA) package of data collection tools – considering the impacts of natural disasters and climate change on households – inclusive of an expanded LFS multi-dimensional poverty index. UNDP has also been supporting the work of the Saint Lucia Statistics Department, directly and through the OECS Living Standards Measurement Committee. The agency has led the development of institutional policies for national and sector-level climate change adaptation, through the formulation of National Adaptation Plans in Saint Lucia and St. Vincent and the Grenadines, Belize, Guyana and Suriname. Working with IFIs, regional institutions such as CDEMA, national and local governments, UNDP has supported the design of preparedness policies and systems, including Early Warning Systems (EWS) in Barbados, Dominica, Saint Lucia and St. Vincent and the Grenadines and working directly with communities to undertake emergency response training, and disaster preparedness public awareness programmes. UNDP has also supported the design and implementation of major shock-response labour interventions, including direct cash transfers in Dominica and Barbuda. UNDP has extensive experience and several projects working with governments to develop innovative financing mechanisms in the face of climate change and in the context of limited fiscal space to support sustainable finance and natural resource management.

Target groups and community-level stakeholders

Delivering on the Joint Programme will intrinsically entail the **involvement and participation of target groups** and bottom-up approaches drawing from the expertise of

development partners, local community groups and associations, CSOs, FBOs and NGOs. Participatory dialogue will be central to enable those most in need and further behind to be part of decision-making processes that affect their lives. Through interviews and consultations, the vulnerabilities of the most marginalized will be captured in social protection system analysis and assessments in Barbados, driving priorities and policy reforms. In Saint Lucia, community-level participation will be at the core of the design and implementation of pilots developed to test concrete shock-responsive social protection mechanisms that capture comprehensively household-level livelihoods, seasonality and risks. Co-design and co-delivery through tools, methodologies and approaches designed to strengthen and/or scale-up local programmes, will be rolled out to ensure the tailoring of services that reflect the specificities and vulnerabilities of individuals, households and communities, and which can in turn influence results. Complain and feedback mechanisms will also be introduced to ensure transparency and accountability and service improvements.

Regional and other strategic partners

At the regional level, the **OECS Commission**, headquartered in St Lucia and already partner to PUNOs on several projects and regional initiatives, will be responsible for replication and scalability of Joint Programme interventions among Eastern Caribbean countries. As a convener of the Social Protection Technical Committee, OECS articulates regional social protection standards and normative frameworks, and supports South-South cooperation offering considerable opportunities to build a strong regional engagement that can influence governments and policy outcomes. By working with the OECS since the inception of the Joint Programme and ensuring its active participation in the activities in Saint Lucia, the OECS will be able to promote mechanisms that demonstrate the replication by the end of its two-years term. The **Caribbean Disaster Emergency Management Agency (CDEMA)**, which comprises 18 Participating State and is the regional intergovernmental agency for disaster management in the **Caribbean Community (CARICOM)**, will also be a key partner to strengthen the linkages between national social protection frameworks and disaster risk management strategies at national level. Through the Comprehensive Disaster Management Strategy (2014-2024) and Regional Resilience Agenda, CDEMA promotes an integrated risk management approach to building resilience and safeguarding lives and livelihoods against multiple risk in the Caribbean region. By strategically engaging the OECS and CDEMA, the Joint Programme will benefit from established regional networks, structures and fora, and be informed by broader perspectives to policy development and advocacy, while ensuring that Joint Programme results have broader impact, through a harmonized development process that is leveraged for replication and amplification of results across member states.

PUNOs will leverage existing resources from the Caribbean Development Bank and the World Bank (Human Capital Resilience Project) to Saint Lucia; and the Inter-American Development Bank (Human and Social Development Project), and Caribbean Development Bank to Barbados to promote synergies through the Eastern Caribbean Development Partners Group - led by the UN Resident Coordinator and greater coordination efforts with donors participating in the "Cohesive and Inclusive Caribbean subgroup". This will be achieved through multi-stakeholder coordination, information sharing and advocacy to maximize and leverage additional resources to achieve results. IFIs activities in Saint Lucia and Barbados, which include fostering fiscal sustainability, strengthening human and social development, and the development of tools and systems to improve the delivery and administration of social protection, will be complemented and leveraged to increase the effectiveness of the Joint Programme (see below table).

Joint programme links to IFI policy loans and support to social protection³

IDB loan for poverty alleviation and job insertion “Strengthening Human and Social Development in Barbados Project” (USD 10 million)		
Components	Description	Joint Programme entry points and relevant activities
Component 1 Strengthening the social safety net (USD 3.7 million)	Redesign and implementation of targeting mechanisms; services and transfers for the expansion of the ISEE Bridge program to address extreme poverty; the payment of conditional cash transfers to the poor and vulnerable participating in below interventions	CODI social protection assessment and follow-up to inform overall system linkages, highlighting, amongst others, issues with targeting, programme(s) and service delivery
Component 2 Strengthening of ALMP (USD 3.7 million)	Active Labor Market Policies for the poor and vulnerable, including training that will be strategically targeted to meet skills requirements of the private sector and the labor market in general; strengthening of the National Employment Bureau through the design and implementation of job-seeking, placement support, and promotion of private sector participation	Analysis of expenditure and fiscal space for adaptive social protection in Barbados and St Lucia
Component 3 Monitoring & evaluation (USD 1.5 million)	The design and implementation of an electronic MIS for MSCD, MLSD and related institutions; as well as annual audits, process and results evaluations; specialized and project management training	Analysis of data on poverty and vulnerability to inform reform

Caribbean Development Bank financing for “Barbados Economic Recovery and Transformation Programme”		
Components	Description	Joint Programme entry points and relevant activities
Macro-economic consultancy services to assist with the institutional strengthening	Social protection component: Enhanced capacity to implement BERT through three social protection specialists, one each in the Ministry of People Empowerment and Elder Affairs, Statistical Services and the Ministry of Finance, Economic Affairs and Investment	CODI social protection assessment to identify bottlenecks in social protection system, programmes and service delivery and provide recommendations for further action

³ The table is based on available information on status of planning/implementation of loans, subject to further discussions with the respective IFIs and contingent on government approval.

World Bank loan “Saint Lucia Human Capital Resilience Project” (USD 20 million)		
Components	Description	Joint Programme entry points and relevant activities
Component 1 Strengthening TVET	Strengthening Technical and Vocational Education and Training (TVET) in secondary and postsecondary schools to improve the labor market relevance of skills. Financing will support training, institutional capacity building, public awareness of social protection programs, and improved learning for secondary and early childhood education	Analysis of SLC and other data to inform reform; identification of referral pathways and review /address gaps to ensure access to/integration of different services to support adaptive universal social protection
Component 2 Strengthening the Social Protection System	Strengthening social protection service delivery, potentially including policy support, an update of the 2015 Living Conditions Survey, a graduation strategy, support to an integrated beneficiary registry, based on the recently approved targeting tool (tbc)	Support review of social protection policy and legislation to include gender-responsive adaptive social protection, informed by analysis of SLC, other data and of expenditure and fiscal space for ASP; reviewing/ optimizing delivery mechanisms and procedures for shock response; including community level pilot; bring people-centred and evidence-based approach to advocate for policy changes based on needs/vulnerabilities of populations

3. Programme implementation

3.1 Governance and implementation arrangements

The **UN Resident Coordinator for Barbados and the Eastern Caribbean States** will be responsible for the overall Joint Programme leadership, oversight and coordination, with the support of the Resident Coordinator's Office. The Resident Coordinator is responsible for the general strategic oversight of the Joint Programme, the political and strategic engagement with government ministries and development partners (IFIs), the mobilization of additional resources, promoting an integrated focus between PUNOs, while on a more operational level is responsible for the submission of annual reports, budget plans and reviews and relocation of funding in case needed. The RC will also oversee the Coordination Unit to ensure it provides support to all PUNOs in the implementation of the Joint Programme's components.

The **Resident Coordinator's Office** will support the Resident Coordinator's leadership role and will liaise with the SDG Fund Secretariat on the overall programme implementation (reports, guidelines, etc.), facilitate the technical liaising with development partners based on the Resident Coordinator's engagements or resource mobilization strategy and provide guidance and support to co-leading agencies and vice versa on the overall programme coordination.

UNICEF and WFP as co-leading Agencies will ensure the Joint Programme's technical coherence by providing advice to the UN Resident Coordinator on programme consistency and appropriate political and institutional matters. The co-leading Agencies will also work collaboratively with all PUNOs to ensure the technical coherence of the joint programme and will be responsible for the day-to-day leading and coordination of the joint programme results (work plan) with PUNOs, national/regional counterparts and other organizations involved. Co-leading Agencies will be responsible for the programme's overall monitoring and reporting mechanisms. Co-leading Agencies will also be responsible for the technical guidance of the Coordination Unit as per the defined work plan.

All PUNOs have the responsibility to ensure high quality technical assistance for the accomplishment of the results agreed and facilitate an environment that promotes synergies and optimization of results throughout the Joint Programme implementation and aiming at guaranteeing sustainability and scalability of results. PUNOs will contribute under the established coordination mechanisms with inputs on the progress of their activities or any information that may be needed along the Joint Programme implementation.

Considering that this Joint Programme has a multi country and regional approach, the governance structures determined are the following. The Multi-country Steering Committee will be the decision and strategic mechanism of the Joint Programme and will provide guidance on the strategic interlinkages between the Joint Programme's components and partners, while the Country Coordination Committee will be focused on a country-based approach of the Joint Programme. The Coordinating Unit is pivotal to ensure articulation between both mechanisms.

1. **A Multi-country Steering Committee (MCSC):** will be chaired by the UN Resident Coordinator with the Ministers of designated institution in each country (Saint Lucia: Ministry of Sustainable Development and Barbados: Ministry of People Empowerment and Elders Affairs) and the OECS Director General. Representatives of the co-leading Agencies will participate in the MCSC to report on progress and address any other Joint Programme issues. On a case basis, other PUNOs representative may be invited to participate. The MCSC will convene twice a year to provide strategic direction of the Joint Programme and evaluate its progress in line

with the expected results. The Joint Programme's reports will be endorsed virtually by the MCSC, prior approval and submission by the CTCC. Based on the agenda, donors (IFIs) could also be invited to participate as observers in the MCSC.

2. **Country Coordinating Committee (CCC):** one for each country. The CCC will be co-led by one of the convening agencies and the designated implementing ministry in each country. Preferably this committee will be led at the Permanent Secretary level and will be convene on a quarterly basis. Key national implementing partners will be part of the CCC, and other stakeholders will be invited as observers.
 - In the case of Saint Lucia, members of the CCC will include the Ministry of Equity; NEMO; the Department of Economic Development, Transport and Civil Aviation; the Ministry of Labour; and the Ministry of Education, Innovation, Gender Relations and Sustainable Development. The CCC will be articulated with the work of the SDGNCC, which as the governing committee for the SDGs, will play a strategic role in facilitating a comprehensive articulation of the Joint Programme results through the different institutions and contribution to the SDGs targets from a country focus approach.
 - For Barbados, the members of the CCC will include the Ministry of People Empowerment and Elder Affairs, Ministry of Finance, Economic Affairs and Investment; Department of Disaster Management; Statistical Services and others (to be decided, for example, related to labour, education and health).

The Joint Programme will benefit from a **Coordination Unit** that will provide assistance to the overall implementation of the Joint Programme. The Coordination Unit (CU) will be based in Saint Lucia to take advantage of the coordination with two of the Joint Programme implementing partners. The CU will be integrated by a Joint Programme Coordinator and two additional technical experts that will facilitate the Joint Programme's monitoring and communication activities. The CU will provide support also to Barbados, which will imply travel and/or coordination with Agencies' staff based in Barbados to optimum follow up of programme activities. The CU Coordinator will act as technical secretariat of the MSCS and will support the UN Resident Coordinator in the preparation of the meeting and respective follow up needed in collaboration with Co-leading Agencies. The CU Coordinator will support the Co-leading Agencies and the CCC in the accomplishment of the Joint Programme results in each country /counterpartm. He/she is also responsible in liaising with PUNOs technical experts to obtain the relevant inputs for the implementation of the activities and facilitate coordination with national/regional counterparts.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than. one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme⁴; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

⁴ This will be the basis for release of funding for the second year of implementation.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*⁵ *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil

⁵ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on an annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

The agreements between each PUNO and the respective governments include:

- **UNICEF**

Agreement title: Basic Cooperation Agreement (BCA) Barbados
Agreement date: 23 September 1994

Agreement title: Basic Cooperation Agreement (BCA) Saint Lucia
Agreement date: 22 May 2003

- **WFP**

Agreement title: Basic Agreement between the Government of Barbados and the United Nations/FAO World Food Programme concerning assistance from the World Food Programme

Agreement date: 3 September 1968

Agreement title: Basic Agreement between the Government of Saint Lucia and the United Nations/FAO WFP

Programme concerning assistance from the World Food Programme

Agreement date: 20 February 1979

- **International Labour Organization (ILO)**

Agreement title: Agreement on the Caribbean Resilience Project 2019-2020

Agreement date: 13 September 2019 (signed by Minister of Labour and ILO)

Agreement title: Memorandum of Understanding between the ILO and the OECS to cooperate on labour market issues to support national development efforts and the integration process within the OECS Economic Union

Agreement date: 20 August 2008

- **UNDP**

Agreement Title: Agreement between the Government of Saint Lucia and the United Nations Development Programme concerning assistance by the UNDP to the Government (*this document reproduces the text of the Standard Basic Agreement between the Government of Saint Lucia and the United Nations Development Programme, signed on 22 July 1981 by the Prime Minister on behalf of the Government, and by the Resident Representative on behalf of UNDP)

Agreement date: 9 August 1982

Agreement title: Agreement between the Government of Barbados and the United Nations **Development** Programme

Agreement date: 21 October 1974

- **UN Women**

Agreement title: Standard Basic Agreement (SBAA) between the Government of Barbados and UNDP (1974), *mutatis mutandis* to UN Women

Agreement date: 20 May 2019

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source -USD	Contract person (name and email)
Strengthening Human Development in Barbados	The project will contribute to: (i) alleviate extreme and moderate poverty in SSN beneficiary households; and (ii) improve the labor market outcomes (employment rate, earnings) of SSN and ALMP beneficiaries	The CODI social protection assessment and follow-up will inform overall system linkages, highlighting, amongst others, issues with targeting, programme(s) and service delivery	Ministry of People Empowerment and Elder Affairs (MPEA)		Inter-American Development Bank 10,000,000	Juan Carlos De La Hoz Vinas, juancarlosh@iadb.org
Saint Lucia Human Capital Resilience Project	Improve the labor market relevance of skills and targeting of social programs in Saint Lucia.	The Joint Programme focuses on areas complementary to the loan, including policy development/ legislation, vulnerability data analysis and community piloting.	Ministry of Finance, Economic Growth, Job Creation, and External Affairs	Ministry of Education, Innovation, Gender Relations and Sustainable Development; Ministry of Equity, Social Justice, Local Government and Empowerment; Ministry of Infrastructure, Ports, Energy and Labour	World Bank 20,000,000 (incl. social protection and technical vocation components)	Clemente Ávila, cavilaparra@worldbank.org
Support to the Barbados Economic Recovery and Transformation (BERT) programme	Social protection component: Enhanced capacity to implement BERT through three social protection specialists, one each in the Ministry of People Empowerment and Elder Affairs, Statistical Services and the Ministry of Finance, Economic Affairs and Investment	CODI social protection assessment to identify bottlenecks in social protection system, programmes and service delivery and provide recommendations for further action	Caribbean Development Bank	Ministry of People Empowerment and Elder Affairs; Statistical Services; Ministry of Finance, Economic Affairs and Investment	Part of 150,000,000 loan to support the implementation of the BERT	Anthony George, georgea@caribank.org
Enhancing resilience in Education, Child Protection and Psychosocial Protection in the CDEMA Participating States	1) Develop model guidelines identifying core elements for national level implementation of a sustainable shock-responsive system, including national consultations and training sessions 2) Develop case studies and/or documentation to serve as guidance and “know-how” for countries to consider within their national social protection reform	Output 3: Implementation of national social protection programmes is strengthened with improved management and operational tools	CDEMA		UNICEF and CSO Funds 1,035,676.50	Maya Faisal mffaisal@unicef.org and Marie-Christina Dankmeyer, mdankmeyer@unicef.org

	process and disaster preparedness					
Strengthened national and subnational human and institutional capacities to develop and deliver inclusive and equitable social protection systems to strengthen the resilience of & protect boys and girls from all forms of poverty and social exclusion	1) Valid social protection strategy and/or policy that addresses children's needs 2) Child poverty analysis reflected in Country Poverty Assessment	Output 1: Institutional capacities strengthened for integrated service delivery through development of evidence based, gender responsive social and disaster risk management policy and legislation; Output 5: Regional capacities are strengthened for adaptive social protection by engaging stakeholders for policy coherence and South-South Cooperation	OECS Commission	Ministry of Equity, Social Justice, Empowerment , Youth Development, Sports and Local Government	UNICEF Funds 340,000	Maya Faisal, mffaisal@unicef.org and Alexandru Nartea, anartea@unicef.org
Caribbean resilience Project / Technical assistance to Guyana, Saint Lucia and Dominica for a just transition to environmentally sustainable economies in the context of climate change adaptation	1. Increase national awareness and mainstreaming of Decent Work and social partnerships for more inclusive and comprehensive disaster preparedness and recovery processes. 2. Improve the capacity of governments, employers' organizations and trade unions to develop and implement actions for climate change adaptation and greening of the economy. 3. Increase availability of empirical information and data, practical and suitable tools to facilitate policy development, decision-making and intervention design to support resilience.	The project builds on the experiences of hurricanes Irma and Maria and seeks to improve the integration of jobs and the Decent Work Agenda in how Caribbean labour markets prepare for, cope with and otherwise respond to climate events. The transition to 'green jobs' is also recognized as a crucial part of the resilience framework in the region, providing long-term environmental protection, economic development and social inclusion. By supporting the implementation of the ILO "Guidelines for a just transition towards environmentally sustainable economies and societies for all" labour markets will become more	ILO	--	997,860 ILO Funds	Ariel Pino, pino@ilo.org

		resilient to shocks and people may reduce the dependency on social assistance programmes				
Strengthening Emergency Preparedness and Response Capacity in the Caribbean (overall programme of WFP)	<p>1. Governments have the capacity to respond to shocks through existing social protection systems and programmes.</p> <p>2. Risk-management capacities of individuals, households and communities vulnerable to shocks are strengthened through measurable improvements to social protection data management systems, beneficiary targeting, delivery mechanisms, inter-institutional coordination and disaster risk financing strategies</p> <p>3. National and regional end-to-end supply chains (from source to last-mile delivery) are strengthened for the rapid, appropriate and effective mobilization of resources, goods and services to assist disaster-affected populations</p>	Analysis, measures and strategies utilized to strengthen national social protection systems and programmes will be leveraged, adapted and tailored to achieve Joint Programme results	WFP in partnership with CDEMA	Ministries of social protection, disaster risk management agencies, CCR IF, Academia, private sector	ECHO, DFID (via the EnGenDER project), WFP corporate 6,100,000	Regis Chapman, regis.chapman@wfp.org
Measurement of SDG 5.4.1 in CARICOM	Explores options for measurement of SDG 5.4.1 in a way that would ensure comparability across CARICOM; and establishment of Regional Advisory Group for the Measurement of SDG 5.4.1	Provides methodology and approach for measuring SDFG 5.4.1 through the Census and therefore addresses the concern of replicating the experience in Latin America, where different approaches to measurement of unpaid care work, prevents comparability across countries. Through this initiative, the methodology for a census-based approach for measuring SDG 5.4.1 will be made available to the SDG fund initiative	UN Women		\$30,000 UN Women	Isiuwa lyahen, Isiuwa.iyahe@unwomen.org

Supporting gender-responsive approaches and capacities for climate change and disaster recovery in the Caribbean	Improved national mechanisms for gender-responsive and inclusive recovery in select countries through provision of technical assistance to national agencies with responsibilities in recovery	The project's analytical work on the gender inequality of disaster and climate risk will be made available to inform interventions on shock and gender responsive social protection	UN Women		\$997,920.00 UNDP	Isiuwa lyahen, Isiuwa.iyahe@unwomen.org
Building Effective Resilience for Human Security in the Caribbean Countries: The Imperative of Gender Equality and Women Empowerment in a Strengthened Agriculture (and related Agri/Fisheries Small Business) Sector	The project addresses unequal access to and land/business ownership; discrimination in access to resources, extension services, finance and insurance; unequal disaster and climate change proofing women's livelihoods in this sector	The project's focus on rural women and "climate proofing" of their livelihoods will complement the SDG fund's interventions on strengthening resilience to economic, disaster and climatic shocks	UN Women	FAO, UNDP, ILO	US\$ 6,447,930 UN TFHS	Isiuwa lyahen, Isiuwa.iyahe@unwomen.org
Saint Lucia Japan Caribbean Climate Change Partnership	<u>Outcome 1:</u> Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) to promote alternative low-emission and climate-resilient technologies <u>Outcome 2:</u> Adoption and implementation of mitigation and adaptation technologies <u>Outcome 3:</u> Strengthened knowledge networks through shared South-South and North-South experiences	13.1, 13.2, 13.b. 17.18	UNDP	UNDP Sub-regional Office for Barbados and the OECS, UNDP country Offices Belize, Guyana, Jamaica and Suriname	15,000,000 Total for the regional programme Government of Japan	Sherri Frederick, Sherri.frederick@undp.org
Saint Lucia EnGender	*Improved capacity for gender-responsive climate change adaptation and mitigation planning and implementation among state and non-government actors *Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups *Increased application of gender-responsive and rights-based	13.1, 13.2, 13.b	UNDP	UNW, WFP, CDEMA	15 million total for regional programme – the project was recently launched and so individual country programmes and corresponding budgets are being determined Government of Canada main donor, DFID	Danielle Evanson, Danielle.evanson@undp.org

	approaches by national CC and DRR decision making bodies				secondary donor	
Saint Lucia Strengthen integrated and cohesive preparedness capacity at a community, national and regional level in the Caribbean	Strengthen national early warning systems (EWS) for preparedness in Saint Lucia ensuring integration of a gender equality approach	13.1	CDEMA	Implementing Partner: UNDP Responsible Parties: IFRC	Total Project Funding: \$1,769,174 Saint Lucia Implementation Budget: \$88,666 Funding source: DG-ECHO	Alexcia Cooke, Alexcia.Cooke@cdema.org Almudena Montoliu, UNDP Regional Coordinator almudena.montoliu@undp.org
Saint Lucia CariSecure	OUTPUT 1: Standardized and disaggregated crime data reporting within and among national authorities to foster the reliance on valid, reliable, and comparable data on citizen security. OUTPUT 2: Reliance on evidence-based analysis of crime and violence data to inform national citizen security policy making. OUTPUT 3: Targeted policymaking to reduce likelihood of youth involvement in crime and violence, based on valid, reliable, and comparable evidence at all levels	Use of data to inform decision-making	UNDP	Implementing Partner: Saint Lucia Department of Economic Development, Transport and Civil Aviation Working closely with ministries responsible for National Security, Social Transformation and Youth Development CARICOM UWI	Total regional budget \$14 million Total sub-regional project budget \$8.78 million USAID Funded	Oswald Alleyne, oswald.alleyne@undp.org
Barbados Disaster Risk and Energy Management (DREAM) project	Project objective: Promotion of increased access to clean energy in Barbados through solar photo-voltaic systems in government buildings to strengthen the country's climate resilience and disaster risk management Component 1: Renewable energy policy framework Component 2. Clean energy capacity development Component 3. Solar photovoltaic system installations	13.1	UNDP	Barbados Government Department of Energy and Telecommunications	\$1,726,484 GEF Funded	Destine Gay, destine.gay@undp.org

Annex 2. Overall Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

Indicators	Targets	
	2020	2021
1.1: integrated multi-sectoral policies have accelerated SDG progress in terms of scope ⁶	1	2
1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale ⁷	1	2

Joint SDG Fund Output 3: Integrated policy solutions for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
3.1: # of innovative solutions that were tested ⁸ (disaggregated by % successful-unsuccessful)	1	1
3.2: # of integrated policy solutions that have been implemented with the national partners in lead	2	3
3.3: # and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened	1	2

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁹

⁶Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

⁷Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

⁸Each Joint programme in the Implementation phase will test at least 2 approaches.

⁹ Annual survey will provide qualitative information towards this indicator.

- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of "Leaving No One Behind"
- Joint programme featured gender results at the outcome level
- Joint programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint programme Results framework

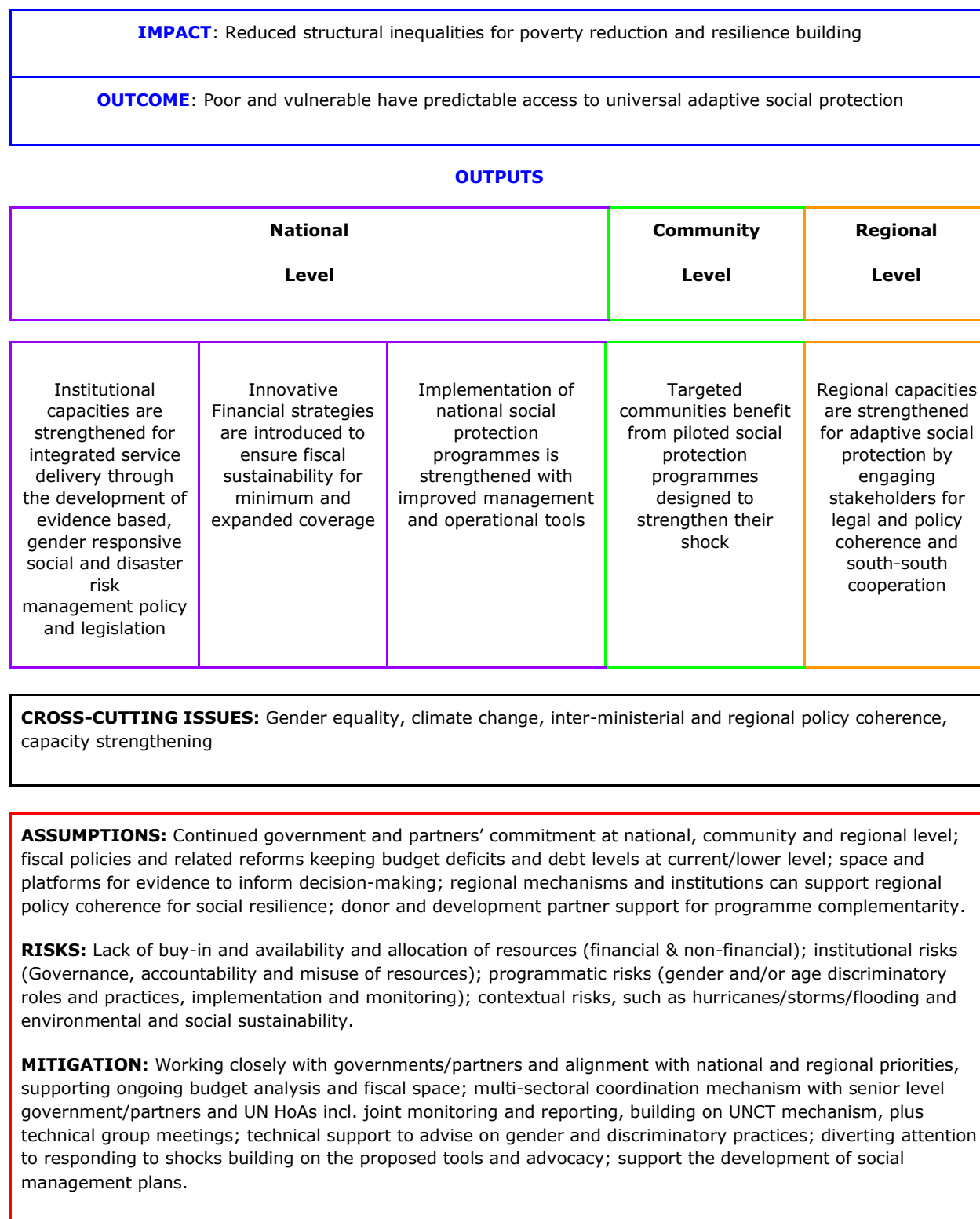
Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: Poor and vulnerable people have predictable access to universal adaptive social protection.					
Number of households benefiting from adaptive social protection programmes (disaggregated by female/male-led household)	0	0	1000	Number of people benefiting from social assistance programmes where protocols and processes put in place to make programmes more adaptive	Programme Coordinator and relevant PUNOs
Social protection adaptivity and universality score		3	0.25	Score calculated	Programme Coordinator

(composite indicator, including gender)					and relevant PUNOs
Number of recommendations from Joint Programme adopted in policies and programmes	0	1	3	Review of policies and programmes, communications with govt officials	Programme Coordinator and relevant PUNOs
Output 1.1: Institutional capacities strengthened for integrated service delivery through the development of evidence based, gender responsive social and disaster risk management policy and legislation					
Number of social protection or DRM policies drafted including adaptive or shock responsive social protection	0	0	1	Review of policies, communication with govt officials	Programme Coordinator and relevant PUNOs
Number of reports produced analyzing vulnerability (including disaggregation of data by sex)	0	0	2	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs
Output 1.2: Innovative financial strategies introduced to ensure fiscal sustainability and expanded coverage.					
Number of social protection fiscal analyses/expenditure reviews	0	0	2	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs
Number of forward-looking financing strategies developed	0	0	1	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs

Output 1.3: Implementation of national social protection programmes strengthened with improved management and operational tools					
Number of tools, protocols and manuals on adaptive systems developed	0	1	1	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs
Number of government staff trained (disaggregated by sex)	0	TBC	TBC	Training reports	Programme Coordinator and relevant PUNOs
Output 1.4: Targeted communities' benefit from piloted social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks and stresses					
Number of households targeted receiving cash transfers through adapted social protection programmes in Saint Lucia (disaggregated by female/male-led household)	0	0	1260	Report on pilot	Programme Coordinator and relevant PUNOs
Number of changes made as a result of pilot to social protection or DRM data management systems, delivery mechanisms, targeting, coordination or financing systems	0	TBC	TBC	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs
Output 1.5: Regional capacities strengthened by adaptive social protection through engaging stakeholders for policy and legal coherence and south-south cooperation					

Number of South-South Cooperation, knowledge-exchange and learning events	0	2	3	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs
Number of regional frameworks, strategies and plans revised to include adaptive social protection considerations	0	0	1	Joint Programme monitoring reports	Programme Coordinator and relevant PUNOs

Annex 3. Theory of Change graphic



Annex 4. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	3	Sex-disaggregated data showing the gender differentials in poverty impacts and vulnerabilities are presented, including on those at risk of being left behind (e.g. youth, older persons). Reference is made to country progress on global gender equality normative frameworks.	Data from surveys of living conditions and Labour Force Surveys; Recommendations from CEDAW and CRC committees and UPR.
1.2	Gender Equality mainstreamed in proposed outputs	2	Gender is articulated not only in the language of the output, but through specific action to address the feminization of poverty and inequalities. Activities are designed to ensure that analysis of poverty data inform those on policy and programme reform	See activity matrix in section 2.3
1.3	Programme output indicators measure changes on gender equality	2	5 of the 13 indicators measure changes in gender equality by including analysis on gender and/or disaggregation of data by sex	See output indicators
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	Representatives from the National Gender Bureaus participated in consultations on the joint programmes.	List of consultation participants
2.2	PUNO collaborate and engages with women's/gender equality CSOs	1	The CODI assessment in Barbados will include participation of women's CSOs (consultation / interviews), as will piloting and improving access to services in St Lucia.	CODI methodology; seasonal livelihoods analysis methodology

3.1	Program proposes a gender-responsive budget	2	At least 30% of the budget is allocated to activities that directly pursue or mainstream gender equality	Budget (allocated to SDG 5 or directly referring to gender: about 32%)
Total scoring		2		

Annex 5. Communication plan

The responsibility for communications will be primarily with the communications consultant engaged specifically to amplify and communicate the objectives and results of the programme. This consultant will work closely with the Programme Coordinator as well as the UN inter-agency communications group, which meets regularly, to ensure that communications for development is fully integrated into the Joint Programme strategy.

1) Overall narrative of the joint programme

The Joint Programme supports government-led efforts to reduce poverty and inequality, and to strengthen people's resilience through predictable access to universal adaptive social protection in Saint Lucia, Barbados, and the wider OECS. Through UN interagency collaboration, the programme addresses existing bottlenecks in social protection at three levels: through engagement with communities, national governments and key institutions, and with other OECS countries through the OECS Commission. At the community level, vulnerable populations will have increased access to social protection programmes that are gender-sensitive and risk-informed. Governments will be better able to assess the needs of the population and better use social protection to minimize the impact of shocks on vulnerable populations. Key lessons coming out of national implementation of the programme will be shared with other countries within the OECS. Through knowledge exchange opportunities and policy dialogues the programme encourages policy coherence that leaves no one behind and addresses rising inequalities, and gender and age-specific disparities to climate change and related shocks.

2) Strategic approach to key audiences

The programme prioritizes the following key audience:

1. National governments – specifically in Saint Lucia, Barbados, and those in the OECS

Given that the success and sustainability of the project depends on government buy in, communication efforts will raise the profile of the project and the importance of improving social protection systems to national resilience building. At the same time, communication efforts serve to showcase governments' efforts and key results under the programme to create interest amongst other OECS countries to engage with knowledge sharing opportunities.

2. Donor community and IFIs

The Caribbean region depends on donor funding and grants and loans provided by IFIs to address development concerns. On the one hand, communication efforts would therefore raise awareness around the support of the SDG Fund and the UN's capacity to deliver as one, on the other, it creates awareness on programmatic efforts that may complement existing or potential support to the region in the areas of poverty reduction, disaster management, emergency preparedness and response, and overall climate resilience in the region.

3. Regional/ Sub-regional institutions in the Caribbean, notably the OECS, CDEMA, CCRIF, and CARICOM

Communication efforts will also both be directed toward and include sub-regional and regional institutions to raise the profile of the programme within the OECS, but also communicate programme success stories and key results to regional entities like CARICOM, CCRIF and CDEMA who are also major partners in Caribbean development and climate resilience.

4. Non-government actors – civil society and private sector partners identified under the programme.

Civil society and private sector partners are integral to the success of programme efforts and continue to be partners in the alleviation of poverty and in response to shocks. Communication efforts targeting private sector and civil society will target those specifically identified under the programme, to communicate key results and ways that these groups can remain engaged for the sustainability of the programme.

3) Objectives of strategic communication plan

The below table outlines communications objectives, indicators and tools for measurement. Objectives also coincide with the 2016-2021 Joint Communication Strategy for Barbados and the OECS.

Objectives	Indicators	Tools for Measurement
Position the UN as partner of choice in the region for national governments, donors, and regional institutions.	# of external media releases that mention the UN, SDG Fund (including social media) # of events where the overall programme and focus are presented	Media monitoring tool (to be developed) using newspapers and google alerts to support online monitoring efforts.
Increase awareness of the role of social protection in reducing poverty and in building national resilience, including climate resilience and the role of various actors.	# of events where information materials are shared. # of media coverage items that mention social protection linked to climate and risks.	Meeting reports Media monitoring tool
Communicate key results and best practices coming out of the government-led, UN supported programme	# number of views for the online newsletter UN Info updated annually	Metrics from RC communication channels + UNIC site One Caribbean

Provide an avenue for non-government actors to engage with the UN and national governments to promote the use of social protection for increased resilience of vulnerable communities.	# of non-government actors attending sessions or participating in activities	Event summaries and/or reports
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4) Main activities

Visibility items and Promotion and information products (factsheets, infographics), to communicate about the programme and the role of social protection in poverty alleviation and overall resilience of vulnerable persons. Some will be tailored to non-government actors and media specifically. Visibility items include banners and folders, amongst others. These will be distributed at meetings, training events, knowledge sharing opportunities.

Timeline: The creation of the most important materials will take place within the first three months of the programme and will be reviewed quarterly to assess effectiveness of messaging and to include any necessary updates.

Resources required: US\$25,000

Focal Point: Communications consultant

Timeline: TBC

Media engagement through a media launch for programme start and end of programme and at key points during the implementation of the project e.g. the community pilot. These events will invite key stakeholders and the media. Special information packages will be prepared, including ones targeting the media with key messages.

Timeline: Beginning and end of project and a key results event where the media can be invited (at minimum)

Resource required: \$26,118

Focal Point: Communications consultant

Timeline: TBC

Online promotion of programme – The RC Office for Barbados and the OECS will use its existing platforms to promote the work under the programme and highlight key achievements. Updates will also be included in the quarterly newsletters to donors and development partners. Social media boosts on key achievement infographic posts.

Timeline: ongoing throughout the life of the programme

Resources required: US\$500

Focal Point: Communications consultant

Timeline: TBC

Annex 6. Learning and Sharing Plan

The responsibility for the learning component will be primarily with Programme Coordinator, informed by the lessons and evidence generated by PUNOs through their monitoring and activities. For the production of information products, support will be provided by the communications consultant. Relevant inputs will also be provided by the monitoring consultant to ensure that the progress of activities and outcomes directly inform learning and sharing. PUNOs will also use their internal and external networks and communities of practice to share products and participate in relevant opportunities (e.g. webinars, forums).

1) Strategic approach to learning and sharing

Recognizing that there have been numerous studies that complement the areas of focus undertaken within the Joint Programme countries, including OECS Member States and the CARICOM community, the focus of the strategy will be in generating new insightful evidence through the consolidation of data and information on vulnerability beyond poverty in the region; and in strengthening learning and knowledge sharing where there are identified gaps.

As such the learning strategy will prioritise:

- Specific areas of learning around four areas: 1) vulnerability to shocks and active engagement of communities in assessing vulnerability; 2) models of adaptive social protection for the region; and 3) data and information sharing across sectors; (4) rights basis and implications for accessibility of social protection. The specific themes may be adjusted based on the interests of government and regional stakeholders involved in the Joint Programme.
- Consolidating existing sources of information, such as surveys and assessments, to inform and drive the learning agenda and ensure it includes all lessons learned.
- Work with national and regional counterparts and other key audiences to promote the use of existing/consolidated data and information as well as lessons learned.
- The Joint Programme will contribute to the MSDF Virtual Policy Network by sharing lessons generated from the various activities and the applicability to other countries in the Caribbean beyond the OECS and to inform other UN Agencies programmes worldwide.
- Based on this, continue to revise learning plan, to not only support the Joint Programme activities (that is to inform policy, legislation and programme design), but also building on and strengthening knowledge base of main stakeholders in the process to ensure sustainability, though e.g.:
 - Using and leveraging existing platforms with convening power with a main focus on the OECS. For example, the OECS has a knowledge facility on their website that could be enhanced to make information more searchable.
 - Linking to agency and external learning resources and opportunities (e.g. World Bank, socialprotection.org, etc.)
 - Use activities to bring together different actors across sectors to enable cross-sectoral and real-life learning from other practitioners. These efforts will align with both programmatic events as well as national and sub-regional events that can be used to have side line learning activities and engagement, particularly at the sub-regional level.
 - Use lessons learned to inform new/existing learning needs and adapt accordingly.
 - Include lessons learned – in turn/feedback loop – to further inform remaining/more long-term activities, such as policy and legislative development. This could be in the form of a virtual feedback facility to receive

comments, suggestions and solutions on how to improve programme delivery. This approach allows for target groups to take ownership over programme and learning objectives. At the same time, technical staff can adapt programme efforts to address any gaps in learning and/or knowledge sharing.

2) Objectives of learning and sharing

Objectives	Indicators	Measurement approach
Cultivate a culture of learning within government institutions and across actors that support development in social protection	#of feedback/comments received on improvements to access to information and learning approaches #of persons attending learning events and sessions	Online feedback tool Meeting/event reports and sign in sheets
Improve knowledge about adaptive social protection and how it applies to the Caribbean context.	# of certificates issued/ received for training conducted under the programme % of reported growth in knowledge on social protection by stakeholders	Online feedback tool Evaluation forms from meetings
Consolidate existing research, data and other knowledge products into a central location for access by Caribbean governments, donors, NGOs and the private sector supporting policy development and programmes in social protection.	#of knowledge products uploaded to the knowledge portal #of view/downloads of knowledge products	Online Portal page list of knowledge products uploaded Page statistics.

Document and share lessons learned from the Programme to inform similar efforts in the OECS	# knowledge products documenting lessons learned # of events to discuss and share lessons learned	Knowledge products Event reports
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3) Main activities

To realise the strategic learning objectives the following activities are proposed. PUNOs will be responsible for the learning and knowledge sharing plan (roles/responsibilities TBC):

1. Development of knowledge products, including highlighting training/learning opportunities under the programme and virtually in a quarterly newsletter (linked to communications newsletter). These products would seek document key lessons learned from the project and/or examples from SIDS within and outside of the Caribbean. They will be uploaded to an identified knowledge portal. The quarterly newsletter will adopt the format of an e-subscription newsletter using a format to be agreed upon at a later stage, some options include Microsoft Sway, Mail Chimp, or Issuu.

Focal point agency: TBC

Resources required: \$20,000 (TBC)

Timeline: newsletter is quarterly and knowledge products would be developed at different stages of the programme with at least two developed per year.

2. Establish a knowledge portal through providing guidance to the OECS Secretariat to improve knowledge/ document portal (<https://www.oecs.org/en/sdu-resources>) on the organization's website. This will include assessing the best way to set up the space to accommodate for easy retrieval of documents and/or videos. This approach links to an existing structure within the OECS for greater sustainability beyond the programme.

Focal point agency: TBC

Resources Required: \$10,000 (to contribute to any changes that need to be made to update the website) (TBC)

Timeline: Knowledge portal updated and documents uploaded within the first year of the programme.

3. Knowledge sessions. Where possible knowledge sessions should be added onto planned programme activities or piggyback on regional/sub-regional events. These sessions will be organised based on the four areas previously identified but may also include other areas that are deemed to be important, based on feedback from stakeholders collected in monitoring sessions, evaluation forms and the online feedback/suggestion form.

Focal point agency: TBC

Resources Required: \$20,000 (TBC)

Timeline: Beginning in second quarter of first year and continuing until end of programme.

Annex 7. Budget and Work Plan

7.1 Budget per UNSDG categories

The overall cost of the programme is USD \$ 4,804,402 of which USD \$ 3,000,000 corresponds to the allocation from the SDG Fund and USD \$ 1,804,402 PUNO’s contribution. Contribution from the SDG Fund is distributed between five PUNOs: UNICEF \$ 931,579; WFP \$ 880,239; UNDP \$ 411,667; ILO \$ 372,181 and UN Women \$ 404,334. The contribution from PUNOs complements the activities with in kind /technical assistance to ensure adequate implementation of the activities and also leveraging and complementing with other Agencies’ related initiatives in Saint Lucia, Barbados and with the OECS.

53 % of the budget corresponds to year 1 (U\$ 1,679,719) and 46 % of the budget corresponds to year 2 (U\$ 1,320,28).

UNICEF as co-leading agency is receiving the funds for the programme management of the joint programme, with the exception of the cost of the final evaluation which will be managed and has been allocated to WFP.

4.1 Budget per UNDG categories												
UNDG BUDGET CATEGORIES	PUNO 1- UNICEF		PUNO 2-WFP		PUNO 3 - UNDP		PUNO 4 - ILO		PUNO 5 - UN WOMEN		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	133,997	757,155	145,133	451,430	-	350,000	-	85,817	25,000	160,000	304,130	1,804,402
2. Supplies, Commodities, Materials	-		-		41,500		-		12,500		54,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	-		6,000		-		-		-		6,000	
4. Contractual services	316,653		384,264		305,236		215,833		170,382		1,392,368	
5.Travel	54,624		190,250		12,000		62,500		10,000		329,374	
6. Transfers and Grants to Counterparts	308,480		50,000		26,000		69,500		160,000		613,980	
7. General Operating and other Direct Costs	56,880		47,006		-		-		-		103,886	
Total Direct Costs	870,634		822,653		384,736		347,833		377,882		2,803,738	
8. Indirect Support Costs (Max. 7%)	60,944		57,586		26,932		24,348		26,452		196,262	
TOTAL Costs	931,579		880,239		411,667		372,181		404,334		3,000,000	-
1st year	473,045	348,178	344,867	223,770	287,402	175,000	270,405	66,478	304,000	65,000	1,679,719	878,425
2nd year	458,534	408,978	535,372	227,661	124,265	175,000	101,776	19,339	100,334	95,000	1,320,281	925,978

7.2 Budget per SDG targets

The joint programme has identified it contributes directly and from a multidimensional approach to the following SDGs targets: 1.3, 5.1, 5.4. and 13.1 and indirectly to another set of targets. The table below indicates that most of the budget contributes to SDG 1 (target 1.3) – 57%, and subsequently to SDG 13 (target 13.1) with 23 %, SDG 5 (targets 5.1 and 5.4) with 19 % for both.

SDG TARGETS		%	USD
	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	57%	2,762,499
	5.1 End all forms of discrimination against all women and girls everywhere.	9%	453,969
	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	10%	477,501
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	23%	1,110,433
TOTAL		100%	4,804,402

7.3 Work plan

The Joint Programme work plan has been developed grounded on the theory of change and based on the defined outcome and outputs from the concept note and validated in consultations with all three partners. Outputs 1 and 2 contribute to both the Governments of Saint Lucia and Barbados priorities, while output 3 and 4 exclusively to Saint Lucia. Output five contributes to the scalability of the joint programme at the regional level in partnership with the OECS. The work plan also details the coordination between agencies activities for the delivery of the expected result. For example, in output 1.1. interventions with Barbados on the CODI will be implemented in between UNICEF and ILO, along with collaboration from UN Women and UNDP to ensure gender responsiveness and disaster risk adaptation of the instrument. Similarly, interventions in Saint Lucia between the institutional strengthening and policy support (output 1.1), assessment of financing strategies and improvement of social protection systems/programmes and tools (output 1.3) will be implemented jointly between UNICEF, UN Women, WFP and UNDP and linked closely to WFPs community level piloting (Output 1.4).

The work plan also includes an allocation for Communications (\$ 55,231), knowledge sharing and management (\$ 53,500) and Monitoring and evaluation (\$ 181,900) as well as the costs related to the core structure and functioning of the programme management (\$ 204,371) of the joint programme.

Output 1.2: Innovative financial strategies introduced to ensure fiscal sustainability and expanded coverage.	0	3	2.1 Analysis of expenditure and fiscal space for adaptive social protection in Barbados						x	x	x	x	Analysis social protection expenditure review and fiscal space for universal adaptive social protection	1.3	106,764.69	7,032.50	113,797.19	ILO	Government of Barbados
						x	x	x	x	x			Retropective study of the impact of past and ongoing investments by Barbados in providing subsidised day care services on social and labour market outcomes: Exploring a model for universal access to day care services as building resilience to the impact of shocks: Results to inform ILO fiscal space analysis to ensure inclusion of costed estimates for universal day care for children age 0 - 3.	5.4=80000 1.3=30250	80,250.00	30,000.00	110,250.00	UN Women	Government of Barbados
													Analysis social protection expenditure review and fiscal space for universal adaptive social protection	1.3	14,445.00	-	14,445.00	UNICEF	Government of Barbados
													Activity 2.1		201,459.69	37,032.50	238,492.19		0
			2.1 Analysis of expenditure and fiscal space for adaptive social protection in St Lucia							x	x		UNICEF: Review and update the social protection fiscal space study in St. Lucia conducted in 2014/15 to support efforts building on innovative financing and progressive coverage of SP/Social Sector Budget Brief	1.3	81,320.00	10,000.00	91,320.00	UNICEF	Government of Saint Lucia
								x	x	x	x		Assessment of budgets/fiscal space to increase targeted spending on physical and service delivery infrastructure for the reduction of unpaid care work: Results to inform UNICEF review and update on fiscal space study in order to ensure inclusion of costing for universal access to daycare for children age 0 to 3	5.4=12000 1.3=7999.37	19,999.37	-	19,999.37	UN Women	Government of Saint Lucia
													Activity 2.1		101,319.37	10,000.00	111,319.37		
									x	x	x		Develop a shock responsive social protection risk financing strategy to ensure predictable and adequate funding for emergency responses implemented through and in close coordination with social protection systems	1.3 = 21,868 13.1 = 65,606.65	87,474.65	-	87,474.65	WFP	Government of Barbados
			2.2. Design of new financing Strategies for adaptive and shock-responsive social protection in St Lucia & Barbados								x	x	Conduct and implement the recommendations of an 1) assessment of gender responsive sustainable financing options for adaptive social protection with a focus on linking the current system to relevant disaster risk management infrastructure. (Using the results of the CODI, a detailed sustainable and gender responsive financing assessment will be undertaken to determine the most cost-effective mix of instruments to finance the elements prioritized by Government. The assessment will focus on ways to improve the efficiency of existing systems (cost-savings) and will identify a suite of options to improve the coverage of existing systems. More critically, the assessment will examine a range of financing modalities, considering the fiscal and monetary context of Barbados, and provide costed recommendations for expanding the system both vertically and horizontally to include building economic resilience and reducing long-term disaster risks.) and 2)implementation of agreed recommendations for prioritised interventions of the government	1.3	149,265.00	70,000.00	219,265.00	UNDP	Ministry of Finance, Economic Affairs and Investment, Ministry of People Empowerment and Elder Affairs - including the Bureau of Gender Affairs
													Activity 2.2		236,739.65	70,000.00	306,739.65		
										x	x	x	Develop a shock responsive social protection risk financing strategy to ensure predictable and adequate funding for emergency responses implemented through and in close coordination with social protection systems.	1.3 = 67,607 13.1 = 67607.83	45,650.89	53,211.44	98,862.33	WFP	Government of Saint Lucia
							x	x	x	x	x		An assessment of gender responsive sustainable financing options for prioritised interventions on adaptive social protection with a focus on linking the current system to relevant disaster risk management infrastructure	1.3	50,000.00	70,000.00	120,000.00	UNDP	Ministry of Finance, Economic Growth, Job Creation, External Affairs and Public Service, Ministry of Education, Innovation, Gender Relations and
													Activity 2.2		95,650.89	123,211.44	218,862.33		
													Total Output 1.2		635,169.60	240,243.94	875,413.54		
Output 1.3: Implementation of national social protection programmes strengthened with improved management and operational tools	1	1	3.1 Reviewing and addressing gaps to ensure access to social services to support adaptive universal social protection, including for women (St Lucia)			x	x	x	x	x	x	x	Strengthen coordination of programmes through a single window service: addressing gaps in data collection/coherence. Focus on improving access of people with disabilities (e.g. review/evaluation of the Child Disability Grant to recommend for integration of services and efficiency of resources) to support the single window service provision and integrated shock responsive sp services	1.3 = 162092.9 13.1 = 81046.45	162,844.35	42,295.00	205,139.35	UNICEF	Government of Saint Lucia
							x	x	x	x	x		Supporting gender responsiveness in PAP through (1) developing a gender mainstreaming strategy of single window service (link to UNICEF activity); and (2) Support to inter-ministerial coordination in St. Lucia, to provide priority access by the country's Public Assistance Programme (PAP) beneficiaries (a cohort of single women-headed households with children) to Housing, Day Care, Health Care including family planning, School Feeding Programme and Transportation subsidies	5.4=100,000 1.3=63,050	123,050.00	40,000.00	163,050.00	UN Women	Ministry of Finance, Economic Growth, Job Creation, External Affairs and Public Service, Ministry of Education, Innovation, Gender Relations and Sustainable Development -
													Activity 3.1		285,894.35	82,295.00	368,189.35	-	-
			3.2 Reviewing and optimizing delivery mechanisms and supply chain (cash, in kind)							x	x	x	End-to-end supply chain optimisation - including a review of payment mechanisms - to strengthen the overall delivery of social assistance (cash and in-kind); increase programmes' supply chains adaptivity and scalability in the event of large-scale and climate-related shocks and reduce inefficiencies allowing for increased coverage of programmes through cost savings.	1.3 = 57883 13.1 = 57884.13	69,443.00	46,324.13	115,767.13	WFP	Government of Saint Lucia
													Activity 3.2		69,443.00	46,324.13	115,767.13	-	-
			3.3 Procedures for shock response/tailoring social assistance for emergencies				x	x	x	x	x	x	SL-Net targeting to identify how best to consider relaxing criteria in the event of a disaster. This would include identify referral pathways to social services during a respond to an emergency and during non-emergency period; Direct transfer (top-up for 3 months) to children supported by the Ministry of Equity under the Child Disability Grant and foster care	1.3 =37,716.22 13.1 =37,716.22	89,932.45	23,500.00	113,432.45	UNICEF	Government of Saint Lucia
								x	x	x	x	x	Support development of protocols for the activation and implementation of emergency preparedness and response actions through adaptive and shock-responsive social protection. Looking primarily at targeting, information management, datatsharing and coordination - reviewing targeting tools and creating one for emergency social assistance/data linkages among and between DRM and Minofeq, and workshops to validate protocols.	1.3 = 20000 13.1 = 15000 5.4 = 5000		40,000.00	40,000.00	WFP	Government of Saint Lucia
													Activity 3.3		89,932.45	63,500.00	153,432.45	-	-
			3.4 Data analysis & planning					x	x	x	x	x	Drawing on vulnerability analysis, creating a vulnerability index, including risk data, to inform targeting and planning of SRSP responses. develop data info and knowledge management analytical systems and protocols to improve data on vulnerable individuals/hh with a view of developing a vulnerability index	1.3 = 15000 13.1 = 30000 5.4 = 5,341.82	17,860.56	17,454.26	35,314.82	WFP	Government of Saint Lucia
													Activity 3.4		17,860.56	17,454.26	35,314.82	-	-
													Total Output 1.3		463,130.36	209,573.39	672,703.75	-	-

Output 1.4: Targeted communities' benefit from piloted social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climatic shocks and stresses	TBD	TBD	4.1 Piloting of community-level shock-responsive social protection interventions in St Lucia	x	x	x	x	x	x	x	Piloting of shock responsive social protection cash transfers at the community level. This includes transfers to beneficiaries; primary data collection; community level consultations, bringing together local needs and experiences to strengthen the understanding of how seasonality affects different livelihoods and how government programmes can contribute to strengthening community and household resilience to shocks. The pilot will allow the JP to implement, test and model several shock responsive / adaptive social protection approaches promoted by the JP and the World Bank. as such, it will have a strong emphasis on evidence generation.	1.3 = 277353 13.1 = 277354.04	405,917.83	217,396.71	623,314.54	WFP	Government of Saint Lucia					
										Activity 4.1		405,917.83	217,396.71	623,314.54	-	-						
			4.2 Analysis of livelihoods, seasonality and risks at community level								Because this analysis will be integral to the pilot, it has been included in the overall budget of the pilot		-	-		WFP						
									Activity 4.2		-	-	-	-	-	-						
										Total Output 1.4		405,917.83	217,396.71	623,314.54	-	-						
Output 1.5: Regional capacities strengthened by adaptive social protection through engaging stakeholders for policy and legal coherence and south-south cooperation.	2	3	5.1 Strengthening OECS wide framework for adaptive social protection.	x	x	x	x	x	x	x	Support the development and implementation of an OECS framework for universal adaptive SP;	1.3	42,250.00	10,548.74	52,798.74	ILO	OECS					
				x	x	x	x	x	x	x	UNICEF: Regional OECS Social Protection Strategy - Strengthening of an OECS Wide Implementation Framework for Social Protection	1.3	112,350.00	105,000.00	217,350.00	UNICEF	OECS					
						x	x	x	x		Study on shock responsive social protection focused on inclusion of migrants	1.3 = 33008.28 13.1 = 7700	32,367.50	15,340.78	47,708.28	WFP	OECS					
											Activity 5.1		186,967.50	130,889.52	317,857.02	-	-					
			5.2 South-South Exchange and Learning								x	x	Learning events (staff time for planning, event costs) and travel costs for participants from across Caribbean. Strengthen institutional arrangements and coordination mechanisms amongst key ministries, their partners and disaster risk management entities with regards to the use of social protection to address needs and vulnerabilities caused by climate-related and other shocks, including migration	1.3 = 60000 5.1 = 15000 13.1 = 37216.14	71,529.50	40,686.64	112,216.14	WFP	OECS			
											x	x	Strengthening quantitative capacities of Social Security Organizations of the OECS: Training on Social Security Statistics	1.3	35,000.00	20,800.00	55,800.00	ILO	OECS			
												Activity 5.2		106,529.50	61,486.64	168,016.14	-	-				
			5.3 Time Use data and approaches for PDNA	x	x	x	x	x	x	x		(1) Development of a Regional Census-Based Approach to Measurement of SDG 5.4.1 (unpaid care work); (2) Technical workshop on use of Time use data in the PDNA	5.4=120000 1.3=50000 13.1=50540	130,540.00	90,000.00	220,540.00	UN Women	OECS Commission (Statistical Services Unit)				
												Activity 5.3		130,540.00	90,000.00	220,540.00						
												Total Output 1.5		424,037.00	282,376.16	706,413.16						
Total JP Programmatic Activities (SDG Fund includes Indirect cost)																	2,504,997.13	1,804,402.35	4,309,399.48	-	-	
Communication Plan				x	x	x	x	x	x	x			55,231.26	55,231.26								
Knowledge Sharing Plan				x	x	x	x	x	x	x			53,500.00		53,500.00							
Monitoring and Evaluation				x	x	x	x	x	x	x			181,900.00		181,900.00							
Programme Management													204,371.28		204,371.28							
	Total JP Programme Management (Includes Indirect cost)																	495,002.54	55,231.26	439,771.28		
											Total Joint Programme		3,000,000	1,859,634	4,859,633							

Annex 8. Risk Management Plan

The successful implementation of this Joint Programme and acceleration of SDGs is closely tied to the above-mentioned assumptions, which come with a set of associated risks.

First of all, the continued commitment of governments and their partners to strengthen capacities, reflected in corresponding fiscal policies and related reforms (assumptions i and ii), not only at national/local but also regional level (assumption iv) is essential for not only successfully implementing the Joint Programme but also sustaining results for a coherent and adaptive national social protection system providing integrated service delivery in the long run. The risk of lacking buy-in and resources (or their allocation) will be mitigated by working and coordinating closely with governments and relevant partners beyond the already organized consultations and alignment with national and regional strategies and priorities, as well as by supporting ongoing budget analysis and fiscal space to ensure efficient allocation and use of available resources.

Related to this, the Joint Programme assumes that development partners and donors will support the programme and its integration and/or complementarity within existing and forthcoming social protection initiatives and investments (assumption v). Associated with this are potential institutional risks in terms of accountability and governance. Senior level participation among the UN HoAs, government and other partners at senior level aims to mitigate these risks by ensuring an effective, multi-sectoral coordination mechanism, including joint monitoring and reporting on planned results and complementary activities, and building on the UNCT mechanism to address bottlenecks and barriers to implementation in the broader partner context. In order to address related programmatic risks, the Joint Programme technical group together with implementing partners will have at a minimum quarterly meeting to ensure adequate and timely implementation and monitoring.

Thirdly, the very risks this Joint Programme is aiming to address by strengthening adaptive social protection to prepare for and respond to shocks, can also pose a threat to programme implementation itself. Attention of the Joint Programme could therefore be diverted towards responding to the impacts of a shock, be it climate-related and/or economic in nature, building on the proposed tools by the Joint Programme for national social protection systems to be adaptive and thus shock-responsive. A leading role of the Joint Programme in advocacy efforts to facilitate timely information dissemination on the benefits of universal social protection systems to provide long-term solutions to address the impacts of climate change and support the development of social management plans will support space and platforms for evidence to inform decision-making and their utilization as part of strengthening social protection reform and adaptive/shock-responsive services (assumption iii).

Risks	Risk Level:	Likelihood:	Impact:	Mitigating measures	Resp Org./Person
Contextual risks Org. resilience management					

Natural/ anthropogenic risks: - Hurricanes, storms, floods - Economic deterioration (price increases/ income losses)	High	2	4	Attention of the Joint Programme could be diverted towards immediate humanitarian relief but also build on the proposed tools by the Joint Programme that builds on national SP systems to be shock responsive. The UN will continue to advocate for ensuring social sector budget and greater efficiency in national budget management in the context of respective countries macro- economic priorities.	WFP and UNICEF
Environmental and social sustainability: Climate change impact and social management plans	Medium	4	2	The UN as an impartial body will need to lead advocacy efforts to facilitate timely information dissemination on the benefits of a universal SPS to provide long-term solutions to address the impact of climate change and support development of social management plans.	Programme Coordinator
Programmatic risks					
Gender and/or age discriminatory roles and practices	Low	1	2	UN Women and other UN agencies will provide timely technical support to advise on gender and discriminatory practices that may be in violation of the HR principles and reiterate the use of the HR mechanisms to advocate for systematic and impactful change for those most left behind.	UN Women (and other PUNOs)
Implementation and results monitoring	Low	1	2	Joint Programme technical group together with Implementing Partners focal points will have quarter meetings to ensure timely implementation and monitor against the Joint Programme results framework.	Joint Programme technical group
Programme implementation: partnership management/ value for money	Low	2	1	Partners will follow internal procedures for partnership management and procurement.	All PUNOs
Institutional risks					
Governance & Accountability	Medium	3	2	A senior level participation among the UN HoAs and Government senior level partners will ensure an effective, multi-sectoral coordination mechanism, joint monitoring and reporting on the planned results of the Joint Programme. Building on the UNCT mechanism regular meetings will be held to manage progress and update of where	PUNO HoAs, Resident Coordinator

				bottlenecks and barriers to implementation exist.	
Fraud, misuse of resources	Low	1	2	For cash transfers to implementing partners, the UN will adopt the UN HACT procedures or follow their agency's standard procedures to ensure financial risk management is practiced and deliver timely results of the Joint Programme programme.	PUNO HoAs
Fiduciary risks					
Availability and allocation of resources (financial & non-financial)	Medium	2	3	The UN will mitigate this risk through supporting ongoing budget analysis and fiscal space studies to ensure efficient allocation and use of available resources. In addition, the UN will advocate with other development partners to influence investment of development finance in areas which advance inclusive social protection, based on the LNOB principle.	UNICEF, ILO, UN Women