

# Joint Programme Document

## Resilient Caribbean: Engaging & Training Youth, Strengthening Integrated SP Sector Delivery

### A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number**
- 3. Joint programme title:** Resilient Caribbean: Engaging & Training Youth, Strengthening Integrated SP Sector Delivery
- 4. Short title:** Resilient Caribbean
- 5. Country and region:** Anguilla, British Virgin Islands, Grenada, St. Kitts and Nevis, Organisation of Eastern Caribbean States – Caribbean Region<sup>1</sup>
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British Virgin Islands: Dr Marcia Potter, Permanent Secretary, Ministry for Education, Culture, Youth Affairs, Sports, Agriculture and Fisheries, mpotter@gov.vg

Grenada: Mr. Royden Beharry, Coordinator of Youth Development (Ag.), Ministry of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management, youthcoordinator@youth.gov.gd

Saint Kitts and Nevis: Mrs Janelle Lewis-Tafari Permanent Secretary, Ministry of Social Development and Gender Affairs, janelleallewis.govkn@gmail.com

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**9. Short description:** UN support for policy, programming and financing in the Caribbean Region has highlighted strong government, regional organisation, and civil society engagement for enhanced shock-responsive policy, planning and programming to support resilient societies, but limited capacity and resources to effect the necessary change common among SIDS. Particular challenges are associated with: (i) limited contributory social protection reach and sectoral coverage; (ii) the lack of coherent and gender-responsive labour market programming; (iii) the high number of workers in the informal sector and therefore with few protections; and (iv) limited coverage and forward-looking social protection programming that accurately assesses, prevents and responds to the risks associated with climate change.

Within this framework, the Joint Programme (JP) contributes in Anguilla, the British Virgin Islands, Grenada, Saint Kitts and Nevis and through the Organisation of Eastern Caribbean States (OECS) Commission to:

<sup>1</sup> Anguilla and British Virgin Islands are British Overseas Territories, while Grenada and St. Kitts and Nevis are independent countries. For ease of reference through this proposal, the four together are referred to as 'nations' rather than repeating the phrase 'countries and territories'.

- Reduce vulnerabilities of households through the enhancement of social protection mechanisms (both contributory and non-contributory) so they are increasingly able to effectively prevent, withstand and respond to climatic, public health and economic-related risks and crises;
- Support access of workers in the informal economy (particularly young workers) to a package of incentives that facilitates access to social security coverage and supports the transition to formal employment;
- Empower youth to enter the labour market through access to entrepreneurship and skills development relevant to a just transition.

The JP establishes linkages between these mutually reinforcing interventions, through support to sectoral collaboration, at programme level through access of socially excluded households to programmes that integrate social protection and skills development to reduce vulnerabilities and create opportunities for socio-economic inclusion.

The JP takes an approach to expanding and systematizing innovations that were successfully piloted during recent emergencies (e.g., digitization of registration processes, online learning opportunities, use of two-way communication tools such as U-report and rapid pro for enhanced accountability of interventions) and testing new ideas (e.g., youth innovation lab, financing), based on lessons learned and policy accelerators identified in each country to support “quick wins”. The JP will provide policy support and utilise research, analysis, monitoring and evaluation to support evidence-based programming, while leveraging new technologies and supporting the digitization of data systems.

**10. Keywords:** social protection, universal social protection, shock-responsive social protection, labour-based programming, cash transfers, Eastern Caribbean

### 11. Overview of budget

<b>Joint SDG Fund contribution</b>	<b>USD 2,168,600.00</b>
Co-funding 1: ILO	USD 135,000.00
Co-funding 2: UNESCO	USD 108,000.00
Co-funding 3: UNICEF	USD 357,000.00
Co-funding 4: WFP	USD 150,000.00
<b>TOTAL</b>	<b>USD 2,918,600.00</b>

### 12. Timeframe:

Start date	End date	Duration (in months)
1 January 2022	31 December 2023	24 months

### 13. Gender Marker

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	3	Existing data, such of which will be updated in the next year as poverty assessment data become available for the region, show concentrations of poverty among households with high dependency ratios and female-headed households. Gendered norms around career options have concentrated women in lower paying jobs and the informal sector, while men are under-	Data from recent poverty assessments will provide significant evidence on progress/regress since the last set of assessments 12-15 years ago.  Each nation in this JP is in the process of developing updated SP policies and action plans (Anguilla 2018, BVI and SKN 2021, Grenada 2022). Action plans of the

<b>Indicator</b>		<b>Score</b>	<b>Findings and Explanation</b>	<b>Evidence or Means of Verification</b>
<b>N°</b>	<b>Formulation</b>			
			<p>represented in social protection services, hampering access to these services by groups of males in need of support (inc. men estranged from their families, men with drug and alcohol abuse problems). Gender-based violence is not well evidenced but is felt to be a significant problem throughout the region, and social protection service delivery to those abused is extremely constrained. Evidence on gender progress is lacking throughout the region, with insufficient frequency in reporting and gaps across multiple indicators.</p>	<p>three to date include considered attention to collecting gender-disaggregated data and data that informs the situation of vulnerable persons</p> <p>Reporting against CDC, CEDAW, and other conventions reflects a lack of data on effects of actions on rights-holders, but available information does consider progress in the policy and legal environments.</p> <p>Labour force surveys are in place or planned across the four nations for the JP period, offering substantial insights.</p> <p>With poverty, policy-related, and labour force survey data coming in the JP implementation period, the rating of '2' has been adjusted to '3'.</p>
1.2	Gender Equality mainstreamed in proposed outputs	<b>2</b>	<p>The Results Framework reflects specific measures of females and males and female-headed and male-headed households. Targeting includes attention to deficits in past situations that aim to have positive gendered impacts. For example, labour market programming is devoting specific attention to women considering career choices and women in informal sector businesses and how to enable them to expand their roles in the formal labour market. Social protection policy support in the JP and in UN support more broadly include overcoming underlying factors that hamper women's role in the labour market, including day care, elderly care, home responsibilities, and legal reform around protection from discrimination against women due to pregnancy and child care.</p> <p>Cross-cutting issues around vulnerability, in particular with regard to disability and the</p>	<p>JP specifically mainstreams male/female and FHH/MHH measures (depending on objective), or includes 'downstream' attention in support for the SP policies and action plans in each of the four nations. SDG 5 is covered under both outcomes, and each output is measured against progress in this regard.</p> <p>Also measured against vulnerabilities, which have gender dimension.</p>

<b>Indicator</b>		<b>Score</b>	<b>Findings and Explanation</b>	<b>Evidence or Means of Verification</b>
<b>N°</b>	<b>Formulation</b>			
			differential impacts on women and men, are considered as part of reach and measurement.	
1.3	Programme output indicators measure changes on gender equality	<b>3</b>	<p>Reporting against each indicator, as elaborated in a separate annex on monitoring and reporting, shows how gender is measured directly or through how the JP supports strengthened gender programming through policy implementation support.</p> <p>In total, 14 out of 14 output indicators measure gender issues, with some also measuring gender of household head. This includes intended 'downstream' impacts on gender equality.</p>	Measures in Results Framework.
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>2</b>	<p>The PUNOs have established working relationships with the gender infrastructure in the four nations, having engaged with them in the past.</p> <p>In the first quarter of the JP, the JP team will update the mapping of the gender infrastructure and identify the broad range of actors. Thereafter, the JP team will systematically engage with the gender infrastructure in each of the four nations in a manner specifically relevant to the nature of the interventions in each. This will yield a participatory workplan of how this engagement will proceed throughout the programme.</p>	<p>Consultative listing, as noted, constrained due to the short timeline for JP ProDoc development and many officers being on leave in August.</p> <p>Partner listing, governance description. To be measured in reporting for the JP.</p>
2.2	PUNO collaborate and engages with women's/gender equality CSOs	<b>2</b>	<p>The PUNOs have established working relationships with the gender infrastructure in the four nations, having engaged with them in the past. This includes non-state actors, including activist organisations at local level.</p> <p>In the first quarter of the JP, the JP team will update the mapping of the gender infrastructure and identify the broad range of actors. Thereafter, the JP team will systematically engage with the gender infrastructure in each of the four nations in a manner specifically relevant to</p>	Stakeholder engagement listing.



<b>Indicator</b>		<b>Score</b>	<b>Findings and Explanation</b>	<b>Evidence or Means of Verification</b>
<b>N°</b>	<b>Formulation</b>			
			the nature of the interventions in each. This will yield a participatory workplan of how this engagement will proceed throughout the programme.	
3.1	Program proposes a gender-responsive budget	<b>1</b>	SDGs 4.3 and 5.1 focus on gender-responsiveness, and are the basis for the ranking here (representing 15% of total contributions). Gender has been mainstreamed throughout all deliverables, but is not considered under this measurement.	
<b>Total scoring</b>		<b>13</b>		

#### 14. Target groups

<b>List of marginalized and vulnerable groups</b>	<b>Direct influence</b>	<b>Indirect influence</b>
Women	X	
Children	X	
Girls		X
Youth	X	
Persons with disabilities	X	
Older persons	X	
Human rights defenders (workers orgs., employer orgs.)	X	
Rural workers (remote areas and islands)	X	
Migrants (mostly from the region)	X	
LGBTI persons (sexual orientation and gender identity)		X
Persons of African descent	X	
Persons living with HIV&AIDS, non-communicable diseases		X

#### 15. Human Rights Mechanisms related to the Joint Programme

This JP includes two countries (Grenada and St. Kitts and Nevis) and two British Overseas Territories (Anguilla and British Virgin Islands). The two countries submit directly to the Universal Periodic Review on human rights, while the two territories submit via the United Kingdom. St. Kitts and Nevis submitted its latest National Report in time for the 2021 review by the Human Rights Council<sup>2</sup>, while Grenada submitted its most recent report in 2020<sup>3</sup>. The last reports for Anguilla and BVI were in 2017, as part of the United Kingdom's reporting<sup>4</sup>.

In each case, the four indicated continued commitment to meeting their obligations associated with a range of conventions and meeting international standards for the protection and enabling of human rights.

The following core conventions are relevant to the Joint Programme:

- Convention on the Rights of the Child (CRC)

<sup>2</sup> <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G20/282/07/PDF/G2028207.pdf?OpenElement>

<sup>3</sup> <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G20/007/53/PDF/G2000753.pdf?OpenElement>

<sup>4</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/600276/upr-national-report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/600276/upr-national-report.pdf)

- Convention of the Elimination of all forms of Discrimination Against Women (CEDAW)
- The Convention of the Rights of Persons with Disabilities (CRPD)

Article 18.3 of the UN Convention on the Rights of the Child notes that “*state parties shall take all appropriate measures to ensure that children of working parents have the right to benefit from childcare services and facilities for which they are eligible.*” Article 26 highlights that every child has the right “*to benefit from social security, including social insurance, and shall take the necessary measures to achieve the full realization of this right in accordance with their national law.*”

CEDAW is central to how the JP will design and deliver. All 14 output indicators reflect gender mainstreaming as well as focused on gender equality and women’s empowerment.

With regard to the Convention on the Rights of Persons with Disabilities, it is important to note that the Convention includes attention to changing attitudes and approaches to persons with disabilities, from viewing persons with disabilities as objects of charity, medical treatment and social protection towards viewing persons with disabilities as subjects with rights, who are capable of claiming those rights and making decisions for their lives based on their free and informed consent as well as being active members of society.

Other relevant conventions and standards include:

- ILO Committees of Experts – International Labour Standards
- C102 - Social Security (Minimum Standards) Convention, 1952 (No. 102)
- R202 - Social Protection Floors Recommendation, 2012 (No. 202) - In the Social Protection Floors Recommendation, 2012 (no. 202), the General Conference of the International Labour Organizations affirmed that the right to social security is a human right, essential to prevent and reduce poverty, address gender and racial inequality
- R204 - Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204)
- Committee on the Rights of the Child (CRC) General comment No. 25 (2021) on children’s rights in relation to the digital environment
- Special Rapporteur on the Right to Education, of particular relevance to post Covid-19 recovery

There are also two regional mechanisms of specific relevance:

- OECS policy on rights contingent on the right to freedom of movement within the economic union
- CARICOM Protocol on Contingent Rights

## 16. PUNO and Partners

### 16.1 PUNO

- Convening agency:
  - o **United Nations Children’s Fund (UNICEF) Office for the Eastern Caribbean Area** - Celine Julia Felix, Social Policy Manager [cjfelix@unicef.org](mailto:cjfelix@unicef.org)
  - o Patrick Knight, Communication Specialist, [pknight@unicef.org](mailto:pknight@unicef.org) +1 246 836 9962
- Other PUNO:
  - o **International Labour Organization, Decent Work Team and Office for the Caribbean** - Ariel Pino, Social protection and OSH specialist, [pino@ilo.org](mailto:pino@ilo.org), Tel: +1 (868) 623-7178
  - o **UNESCO Cluster Office for the Caribbean** - Latoya Swaby Anderson, [l.swaby-anderson@unesco.org](mailto:l.swaby-anderson@unesco.org)

- **World Food Programme** - Sarah Bailey, Head of Programme,  
sarah.bailey@wfp.org; Tel: +1 (246) 467 6086

## 16.2 Partners

Partner	Type	Contact	Position	Details
<b>Anguilla</b>				
Min. of Home Affairs, Immigration, Labour, Information, Broadcasting and Physical Planning (inc. Gender Affairs Unit)	National authority	Dr Aidan Harrigan	Permanent Secretary	<a href="mailto:Aidan.harrigan@gov.ai">Aidan.harrigan@gov.ai</a>
		Kemoloy Murphy	Gender Affairs Coordinator	<a href="mailto:Kemoloy.Murphy@gov.ai">Kemoloy.Murphy@gov.ai</a>
		Jo-Anne Hodge	Labour Commissioner	<a href="mailto:Jo-Anne.Hodge@gov.ai">Jo-Anne.Hodge@gov.ai</a>
Min. of Education	National authority	Tracelyn Hamilton	Education Officer	<a href="mailto:racelyn.Hamilton@gov.ai">racelyn.Hamilton@gov.ai</a> <a href="mailto:/Tracelyn.Hamilton@doe.edu.ai">/Tracelyn.Hamilton@doe.edu.ai</a>
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		Feliciano James	TVET Coordinator	<a href="mailto:Feliciano.James@gov.ai">Feliciano.James@gov.ai</a>
Min. of Social Development, Education and Library	National authority	Dr Bonnie Richardson Lake	Permanent Secretary	<a href="mailto:Bonnie.Richardson@gov.ai">Bonnie.Richardson@gov.ai</a>
		Mrs Kiesha Gumbs	Social Development Planner	<a href="mailto:keisha.gumbs@gov.ai">keisha.gumbs@gov.ai</a>
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		Christine Brooks-Morancie	Senior Probation Officer	<a href="mailto:Christine.Brooks-Morancie@gov.ai">Christine.Brooks-Morancie@gov.ai</a>
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		Marilyn Hodge	Counsellor	<a href="mailto:Marilyn.Hodge@gov.ai">Marilyn.Hodge@gov.ai</a>
		Rene Henry	Community Services Officer	<a href="mailto:Rene.Henry@gov.ai">Rene.Henry@gov.ai</a>
Social Security Board of Anguilla	National Authority	Mr Timothy Hodge	Director	<a href="mailto:timhodge@ssbai.com">timhodge@ssbai.com</a>
		Dr. Maglan Lewis	Deputy Director	<a href="mailto:mrichardson@ssbai.com">mrichardson@ssbai.com</a>
Workers organisations	Civil society	Mr. Gleason Brooks	General Secretary	<a href="mailto:anguillateachersunion@gmail.com">anguillateachersunion@gmail.com</a>

Partner	Type	Contact	Position	Details
Anguilla Teachers Union		Ms. Gertrude Richardson	General Secretary	
Anguilla Hotel and Allied Workers Union		Ms. Melisse Jennings	General Secretary	anguillacsu@live.com
Anguilla Civil Service Association		Khadijah Muhammad	Youth Representative	khadijah.am68@gmail.com
Department of Youth and Culture	National Authority	Toniquewah Ruan	Programme Assistant	Toniquewah.Ruan@gov.ai
		Avon Carty	Director	Avon.Carty@gov.ai
Chamber of Commerce and Industry	Private sector	Mrs Vida Lloyd-Richardson	President	vrichardson@davidaanguilla.com
Training centres	National authority			
<b>British Virgin Islands</b>				
Min. of Natural Resources, Labour and Immigration	National authority	Mr Joseph Smith-Abbott	Acting Permanent Secretary	JSmith-Abbott@gov.vg
Premier's Office	National authority	Dr. Carolyn O'Neale Morton	Permanent Secretary	CONEale-Morton@gov.vg
		Ms. Lizette George	Senior Policy Analyst	lizgeorge@gov.vg
Ministry of Finance	National authority	Mr. Jeremy Vanterpool	Deputy Financial Secretary	jervanterpoole@gov.vg
		Mr. Emery Pemberton	Economist	EmeryPemberton@gov.vg
Min. of Health and Social Development (inc. Office of Gender Affairs)	National authority	Mrs Tasha Bertie	Permanent Secretary	tbertie@gov.vg
		Mrs Annie Fett Malone	Chief Social Development Officer	Amalone-frett@gov.vg
		Mrs Petrona Davies	Social Policy Specialist	PSDavies@gov.vg
Ministry for Education, Culture, Youth Affairs, Sports, Agriculture and Fisheries	National Authority	Dr Marcia Potter	Permanent Secretary	mpotter@gov.vg
		Dr. Karl Dawson	Special Advisor	Dr.karldawson@gmail.com
Social Security Board	National authority	Mrs Jeannette Scatliffe Boynes	Director	jboynes@vissb.vg
Chamber of Commerce	Private sector	Mrs Keiyia J. Jackson-Georg	Executive Director	executive.director@bviccha.org
H. Lavity Stoutt Community College	Civil Society	Dr. Richard Georges	President	rwgeorges@hlscc.edu.vg
Workers organisations Virgin Islands Workers Union British Virgin Islands Teachers' Union	Civil society	Mr. Raymond Richards	Executive Secretary	colonelpk@hotmail.com
		Ms. Beverly Dunovan	General Secretary	
Training centres	National authority			



Partner	Type	Contact	Position	Details
<b>Grenada</b>				
Min. of Labour	National authority	Mrs Merina Jessamy	Permanent Secretary	labour@labour.gov.gd; ministry.labour.gd@gmail.com
Min of Agriculture	National authority	Mr Elvis Morain	Permanent Secretary	ps@moa.gov.gd
		Mr. Trevor Thompspon	Chief Agricultural Officer (Ag.)	trevorthom@gmail.com
		Mr. Gregory Delsol	Senior Planning Officer	gregorypdelisol@gmail.com
Min. of Education and Human Resource	National authority	Mr Kevin Andall	Permanent Secretary	ps@moe.gov.gd
Min. of Social Development (inc. Division of Gender and Family Affairs)	National authority	Mrs Chrissie Worme-Charles	Permanent Secretary	ps@mosd.gov.gd
		Samuel St. Bernard	Planning Officer	sstbernard@gov.gd
		Carla Bain	Social Worker (assigned to Juvenile Justice unit)	jjunitgrenada@gmail.com
Ministry of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management	National Authority	Kim Frederick	Permanent Secretary	ps@pmo.gov.gd
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		Earle Williams	Assistant Coordinator of Youth (Ag.)	willodiamonds@gmail.com
National Training Agency	National authority	Mr Lincoln Morgan	Chief Executive Officer	ceo@grenadanta.gd info@grenadanta.gd
National Commission for UNESCO	National authority	Ms Kisha Gellineau	Secretary General	Natcom.gd@natcom.unesco.org
National Insurance Scheme	National authority	Mr Dorsette Cromwell	Director	cromwell@nisgrenada.org
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Grenada Employers' Federation	Private sector	Mr Devon La Touche	President	gef@spiceisle.com
T.A. Marryshow Community College	Civil Society	Mr. Ronald Brunton	Principal	ronaldb@tamcc.edu.gd <a href="mailto:ronald_brunton@yahoo.com">ronald_brunton@yahoo.com</a>
<b>St. Kitts and Nevis (includes both federal and state agencies)</b>				
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Min. of Youth Empowerment	National authority	Ms. Kristen S. Hendrickson	Youth Officer	kristenflemming@gmail.com

Partner	Type	Contact	Position	Details
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Nevis Island Administration	State authority	Ms. Sandra Maynard	Director of Social Services	spmaynard@hotmail.com
	State authority	Kerdis Clarke	Director of Youth	kerdis.clarke@niagov.com
Nevis Island Administration	State authority	Deputy Director (Ag.) Dept. of Social Services	Kim Singh	kim.singh@niagov.com
<b>Sub-Regional Eastern Caribbean Partners</b>				
Organization of the Eastern Caribbean States (OECS)	Other	Carlene Radix	Head of Human and Social Division	carlene.radix@oecs.org
World Bank	International financing institution	Clemente Avila	Social Protection Economist	cavilaparra@worldbank.org
Caribbean Development Bank (CDB)	International financing institution	Kemberley Gittens	Social Analyst	gittenk@caribank.org
CARICOM	Regional financing agency			registry@caricom.org

## SIGNATURE PAGE

Complete the table below, have it signed, sealed and stamped. ProDoc

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<b>Participating UN Organization (lead/convening)</b> <b>UNICEF</b> Mr Aloys Kamuragiye, Representative, UNICEF Office for the Eastern Caribbean Area <i>Date</i> 12/11/2021 <i>Signature and seal</i>	
<b>Participating UN Organization</b> <b>ILO</b> Dennis Zulu, Decent Work Team and Office for the <i>Date</i> 18/11/21 <i>Signature and seal</i>	
<b>Participating UN Organization</b> <b>UNESCO</b> Saadia Sanchez-Vegas, Director and Representative of the UNESCO Cluster Office for the Caribbean <i>Date</i> 15/11/2021 <i>Signature and seal</i>	
<b>Participating UN Organization</b> <b>WFP</b> Regis Chapman, Head of Office, Caribbean Preparedness and Response <i>Date</i> 15/11/21 <i>Signature and seal</i>	





## **B. STRATEGIC FRAMEWORK**

**1. Call for Proposal:** Building Resilience and Ending Vulnerability in Small Island Developing States (3/2021)

### **2. Relevant Joint SDG Fund Outcomes**

- Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale
- Outcome 2: Additional financing leveraged to accelerate SDG achievement

### **3. Overview of the Joint Programme Results**

#### **3.1 Outcomes**

Outcome 1: Improved social protection sector performance and reach to help reduce household vulnerability to climate and economic-related risks and crises

Outcome 2: Youth empowerment enables effective labour market entry

Outcome 1 is aligned with Outcome 4 of the MSDCF 2022-2026: *people in the Caribbean equitably access and utilise universal, quality and shock-responsive social protection, education, health and care services*. Outcome 2 is aligned with Outcome 2 of the MSDCF 2022-2026: *the Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth*.

#### **3.2 Outputs**

Output 1.1: Institutional capacities and mechanisms for social assistance delivery, including in response to shocks are improved

Output 1.2: Social protection floor delivery is strengthened through increased linkages between Social Protection Floor components and improved accountability

Output 1.3: Informal sector workers are reached with a package of incentives aimed at encouraging their access to social security

Output 2.1: Technical and vocational education and training service providers are better equipped to provide services relevant to a just transition to young people from disadvantaged backgrounds

Output 2.2: Young people are reached with appropriate entrepreneurial training

### **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 4 - Education*

Target 4.3: Ensure equal access for all women and men to affordable and quality technical and vocational education.

Target 4.4: Increase number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

*SDG 5 – Gender Equality*

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

*SDG 8 – Decent Work and Economic Growth*

Target 8.3: Promote productive activities, decent job creation, entrepreneurship, creativity and innovation.

Target 8.5: Unemployment rate by sex, age and persons with disabilities.

Target 8.6: Proportion of youth (aged 15-24 years) not in education, employment or training.

*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

Leveraging a multi-focus and multi-country approach and engagement with the OECS, the JP will assist Governments, other duty-bearers and those working directly with rights-holders to advance towards the intended SDG objectives. Recognising that the Covid-19 pandemic has seriously undermined progress towards SDG targets, the JP will serve as a means to respond to recovery in a manner that will improve performance against these SDG targets through:

- 1) building stronger shock-responsive social protection systems proven to work, or shown to be key gaps, in delivery during the pandemic;
- 2) improved reach to the poorest and most vulnerable who have faced the greatest harm during the pandemic;
- 3) providing labour market access opportunities to those living in poverty as a means to recover and overcoming generational poverty; and
- 4) strengthening social care networks that ensure that the strengths of Caribbean societies form part of the recovery.

More specifically, the JP aims to: 1) improve sector performance and priority reach to those most in need under SDG 1.3, while establishing how existing programmes can be strengthened to deliver under conditions of shocks, and devoting specific attention to the gendered nature of poverty and vulnerability (SDG 5); 2) reaching young people, in particular young women, with skills development and technical training needs that helps them respond to the recovering job markets and secure worthwhile jobs (SDG 8, with specific attention to 8.3, 8.5 and 8.6, SDG 4 with attention to 4.3 and 4.4, as well as SDG 5); 3) expanding social security reach to those in the informal sector (SDG 8 with specific attention to 8.3); and 4) SDG 13.1 on resilience and strengthened social care as reflected through community action.

The JP will also specifically respond to the national objectives and priorities of Anguilla, BVI, Grenada and St. Kitts and Nevis as they pertain to planning documents and regional frameworks and mechanisms (e.g., OECS and CDEMA) as well as the UN's Caribbean Region Multi-Country Sustainable Development Cooperation Framework.

#### **5. Relevant objective/s from the national SDG framework**

All four nations place the SDGs at the centre of national planning. Sector plans and policies do the same. There is clear alignment between national policies and plans and the SDGs considered in this JP.

Key documents of relevance for each of the four nations are as follows:

- Government of Anguilla (2018). National Social Protection Policy – focus on building an integrated social protection system and the expansion of social security, improving links to social services, significant expansion to labour market programming
- Government of Grenada (2020). National Sustainable Development Plan – National Outcome 3: A Resilient, Inclusive, Gender-Sensitive and Peaceful Society, points 8 and 28 in particular around social protection, child protection and decent work. Also National Outcome 2 on approaches to online education that ‘fosters the development of 21<sup>st</sup> century skills’
- Government and St. Kitts and Nevis (2006 with new plan coming in 2022). National Adaptation Strategy and the pending Medium-Term Development Strategy – first plan prepared focused on transition from a sugar-based economy to a diversified economy. Includes section on social development, with 4.4 referring to effective ‘social safety nets’ and social assistance commitments including cash transfers
- Government of Virgin Islands (2021 draft). National Sustainable Development Plan – still under preparation, but includes substantial inputs on shock-responsiveness and social protection
- OECS (2020). Social Inclusion and Social Protection Strategic Framework (also preparing a Social Inclusion and Social Protection Policy, expected to be issued in 2022) – ending poverty target on reduction of vulnerability to climate-related extreme events, Strategic Objective 2 on mainstreaming climate, economic, environmental and social resilience, Strategic Objective 3 on equity and social inclusion

## **6. Brief Overview of the Theory of Change of the Joint Programme**

### **6.1 Summary**

The JP will contribute towards an improved enabling environment for people, especially the poor and vulnerable, to demand services and access a more integrated and accountable social protection system with more adequate social assistance, contributory programming, labour-market programming and shock-responsive social protection delivery. The ultimate aims are to: 1) increase resilience at household, community and national levels; and 2) better link young people, especially young women, to rewarding, meaningful formal sector employment.

### **6.2 List of main ToC assumptions to be monitored**

The 2022-2026 MSDCF is in the process of being finalised. It includes outcome-specific Theories of Change. This JP is aligned with outcomes 2 and 4, therefore the JP ToC aligns with the MSDCF Theories of Change for these two outcomes. Drawn from this are the following main assumptions:

1. Governments and their partners maintain their commitments to implementing their social protection policies and action plans, and resourcing the sector
2. Governments and their partners are committed to innovative solutions to building more resilient societies as they plan their recoveries from Covid-19
3. Governments and partners strengthen their rights-based programming
4. Governments and partners are committed to evidencing results
5. Governments and partners engage in innovative labour-based programming
6. Governments and partners commit to strengthened, innovative means of delivering TVET

7. Governments work with TVET partners and youth leaders to deliver well targeted, innovative service delivery

## 7. Trans-boundary and/or regional issues

Eastern Caribbean nations are vulnerable to a range of external shocks while also being affected by internal challenges associated with narrow economies and weak labour markets, high levels of poverty, inadequate social protection reach, and deteriorating environmental conditions due to climate change, among others. These problems have been worsened significantly by the dramatic negative impacts of Covid-19.

The Caribbean Region has a long history of regional policy and planning engagement and co-learning through key institutions and initiatives. Regional organisations involved in development in the region include the Organisation of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM), and the Caribbean Development Bank (CDB). There is also a regional agency, the Caribbean Disaster Emergency Management Agency (CDEMA), that is responsible for advancing regional disaster planning and enhanced response. The four nations covered under this JP are all members of all four of these organisations. There are also regional organisations that include both the Caribbean and Central and South America, most importantly for social development the Economic Commission for Latin America and the Caribbean (ECLAC), which has provided a range of support to the Caribbean Region.

Eastern Caribbean governments and Caribbean regional organisations have identified the need for integrated regional social policies and the development of a harmonised framework to guide social protection programming throughout the region as critical to helping the region respond to these challenges. Through the OECS 2019-2028 Regional Development Strategy<sup>5</sup>, the 2020 Social Inclusion and Social Protection Strategic Framework<sup>6</sup> and the new Social Inclusion and Social Protection Strategy (expected to be issued in early 2022), the OECS will be further empowered to support the development of social protection in the region. CARICOM issued a Regional TVET Strategy for Workforce Development and Economic Competitiveness in 2014<sup>7</sup> that is specifically relevant to increasingly opportunities for decent work, reducing unemployment, better matching skills with the needs of the economy, and for improving household resilience. The Caribbean Association of National Training Authorities<sup>8</sup> is important in advancing this CARICOM objective.

The OECS is especially relevant for this JP. The organisation is currently in the process of updating its Social Inclusion and Social Protection Policy and establishing how it will employ this Policy to support the development of the social protection sector in the Eastern Caribbean. It includes specific attention to strengthened social protection delivery that is able to respond effectively to shocks, enhanced labour market programming with a focus on youth and young women, and expanding access to contributory social protection programmes.

All of these are priorities for the JP, yet the OECS as an institution needs support to advance these objectives. For this reason, the OECS is included along with the four nations with the aim of supporting their ability to strengthen social protection throughout the region.

<sup>5</sup> <https://oecs.org/en/oecs-development-strategy>

<sup>6</sup> <https://www.oecs.org/en/our-work/knowledge/library/social-development/social-inclusion-and-social-protection-strategic-framework-july21-2020>

<sup>7</sup> <http://www.unesco.org/new/fileadmin/MULTIMEDIA/FIELD/Santiago/pdf/CARICOM.pdf>

<sup>8</sup> <http://cantaonline.org>



In conformity with the Revised Treaty of Basseterre and the Protocol on Contingent Rights adopted by CARICOM member states, freedom of movement across the OECS means that social protection programming includes citizens of all OECS member states and associate members. The OECS therefore forms an important partner organisation for this JP.

More broadly, increased attention in the Caribbean to blue economy planning as part of building resilience to climate change is by definition a cross-border issue. Territorial waters around Caribbean islands are eighty times the size of the land area and represent a critical regional resource for sound social and economic development<sup>9</sup>. The OECS is critical in regional blue economy planning and programming.

More generally, the recognised constraints facing SIDS are lessened when they cooperate in regional initiatives, and when they build on what has worked elsewhere and learn from each other. The OECS is one means to support this process of cooperation and learning across the four nations in the implementation of this JP.

Also at the regional level, the JP will build on the learnings from the existing Joint Programme covering Barbados and Saint Lucia and engage with the other Joint Programmes that will be implemented in the Caribbean in the next two years. That JP is especially relevant to this programme with the focus on adaptive and universal social protection systems strengthening and delivery.

Overall, acceleration of progress towards SDGs in the Eastern Caribbean means building on the success of regional cooperation, learning from what works and what does not in each nation, and understanding how to draw lessons applicable to all. Close proximity, SIDS' status, shared histories, and shared vulnerabilities all warrant programmatic engagement at regional and national levels. This is why the OECS is a target group along with the four nations for this JP. Through strengthening the OECS, the JP will contribute further to region-wide objectives around social protection.

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<sup>9</sup> <https://blogs.worldbank.org/latinamerica/unleashing-blue-economy-economic-recovery-and-resilience-eastern-caribbean>

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement

**Resilient societies** build on social policies and performing institutions that respond to the needs of citizens. Yet rising levels of debt and limited fiscal space make it challenging for governments of Caribbean SIDS to invest strategically and sustainably in their people, communities and institutions, particularly given the severe socio-economic impacts of the COVID-19 pandemic. Countries are vulnerable to the impacts of climate-related disasters as well as global economic shocks. Given that a single hurricane can cause damage up to three times Gross Domestic Product for Caribbean SIDS, and considering that the human impact of disaster is significantly higher in small island countries (with disasters affecting an average of 10% of the population compared to 1% in large countries), the rising number of named storms and storms Category 3 and higher underlines the urgent need for improved integrated, risk-informed and shock-responsive social protection programming.

The JP responds to four intertwined challenges facing the four target nations:

1. High levels of unemployment, especially youth unemployment/underemployment with youth unemployment amounting to almost twice the overall unemployment rate in many countries and territories of the Eastern Caribbean
2. Stubborn levels of poverty and unequal access to social protection as well as the economic resources and skills that would alleviate this poverty
3. Rising levels of debt and limited fiscal space that constrain government investment
4. Increasing challenges associated with the effects of climate change and global shocks such as COVID-19

It also builds on key strengths of the four nations and their societies:

1. They are functioning democracies accountable to their populations
2. They are committed to an inclusive and just transition towards greener, more sustainable economies
3. They have powerful social capital networks that enable broad-based social protection, allowing government and civil society social protection delivery to build on positive norms and practices and overcome negative ones
4. Building on this last point, all four are dedicated to social justice, building inclusive societies and are steadfast in the design and implementation of economic and social policies that leave no one behind

*Intertwined challenges the project intends to address*

**Even before the pandemic, one-in-four Caribbean citizens lived in poverty, with monetary and multidimensional poverty disproportionately affecting children in the Eastern Caribbean Area (ECA).** According to the latest available data, Grenada had the highest poverty rate among the Caribbean SIDS, at one-in-three (37.7%), while Anguilla had the lowest at 5.8% (BVI was 21.7% while St. Kitts and Nevis was 21.8%). Of the four nations, Grenada had the highest rates of persons living in extreme poverty

(2.4%), compared to 1.6% for St. Kitts and Nevis, 0.3% for BVI, and none for Anguilla<sup>10</sup>. Half of all children in Grenada were living in poverty (50.9%), as were almost one-third of all children in St. Kitts and Nevis (31.2%) and BVI (29.1%); only Anguilla had a rate below 10%, at 7.2%<sup>11</sup>. Across the ECA child poverty rates are 60% higher than adult poverty, and children also account for a higher proportion of the population living in poverty at about 42%.<sup>12</sup> With these levels of poverty, and considering the rapid increase in unemployment arising from the pandemic, it is likely that over half of all children in the Eastern Caribbean are currently living in poverty.

**Youth, who account for a third of the OECS population, are currently faced with a high level of social and health risks, and unemployment and educational challenges, all of which were further exacerbated by the COVID 19 pandemic.**

According to the Draft Report of the CARICOM Commission on Youth Development (CCYD) 2010, "Levels of youth unemployment in the Region are among the highest in the world. Many youth confirm what some experts conclude, namely that the system of education does not prepare them adequately for the regional and global labour market. Rapid advances in ICTs over the past few decades have created a serious mismatch between the education system and the world of work, and the knowledge, skills, values and attitudes of young people in the workforce lag behind those required by the private sector".

**Workers and businesses in the informal economy face multiple challenges and deprivations that affect their livelihoods and limit their advancement.**

Work in the informal economy is often characterised by small or undefined workplaces, unsafe and unhealthy working conditions, low levels of skills and productivity, low or irregular incomes, long working hours as well as lack of access to information, markets, finance, training and technology. Workers in the informal economy are not recognised, registered, regulated or protected under labour legislation and social protection. The root causes of informality include elements related to the economic context, the legal, regulatory and policy frameworks and also relate to some micro level determinants such as low level of education, discrimination and poverty, as well as lack of access to economic resources, property, financial and other business services and markets.

**The Covid-19 pandemic and the collapse of the international tourism market has hit the four nations hard, in particular those already living in poverty, young people and workers and businesses in the informal economy, with important gendered impacts.**

The World Bank<sup>13</sup> found that Caribbean economies shrunk by an average of 12.6% in 2020 due to the pandemic. In Grenada, the World Bank estimates that the economic contraction due to Covid-19 was up to 18%<sup>14</sup>, compared to some 13% in BVI<sup>15</sup> and a remarkable 30% decline in the economy in Anguilla<sup>16</sup>. These same reports note up to a fivefold increase in unemployment rates, especially devastating in those SIDS

<sup>10</sup> <https://www.unicef.org/easterncaribbean/reports/poverty-eastern-caribbean-area>

<sup>11</sup> <https://www.unicef.org/easterncaribbean/reports/poverty-eastern-caribbean-area>

<sup>12</sup> <https://www.unicef.org/easterncaribbean/reports/poverty-eastern-caribbean-area>

<sup>13</sup> <https://www.worldbank.org/en/country/caribbean/overview>. This figure excludes the distortion arising from the rapid growth in Guyana's economy with the discovery and processing of petroleum products. Including Guyana, the decline is still high, at 8.6%.

<sup>14</sup> <https://ewsdata.rightsindevelopment.org/files/documents/27/WB-P174527.pdf>

<sup>15</sup> <https://www.humanitarianresponse.info/en/operations/latin-america-and-caribbean/assessment/british-virgin-islands-covid-19-heat-report-human>

<sup>16</sup> [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/human\\_and\\_economic\\_assessment\\_of\\_impact\\_-\\_anguilla.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/human_and_economic_assessment_of_impact_-_anguilla.pdf)

with high percentages of the population involved in the tourism sector, including Grenada at over 40%<sup>17</sup>.

*Critical needs/gaps that the joint programme will focus on*

**In the four countries and territories of the Eastern Caribbean, social protection mechanisms are in place and contribute to partly address risks faced by individuals and households throughout their lifecycle, including in response to shocks.** Programmes in place include social assistance programmes, as well as contributory schemes with pensions, social insurance and labour market interventions/employment promotion. Social protection systems have also been recognized as an important tool for its potential role in preparing for and responding to disasters and shocks. BVI experienced two devastating hurricanes and flooding from a tropical wave in 2017. The scope of the disasters led to the design and implementation of what proved to be a successful cash transfer intervention, highlighting the powerful role that social protection programming can play in responding to disasters<sup>18</sup>.

**All four nations have made significant progress in strengthening the enabling environment for making progress on social protection. Similar progress has been seen on blue economy and green economy planning and programming, with considered attention to climate change adaptation, strengthening economic growth and labour market programming as the effects of the pandemic eventually fades and economies recovery, and using recovery as an opportunity to devote additional attention to advancing gender objectives.** Anguilla adopted a new Social Protection Policy in 2018, along with an Action Plan that they have, since then, shown significant commitment to implementing<sup>19</sup>. Improving the ability of the territory to deliver in times of disaster is one priority. BVI and St. Kitts and Nevis have prepared draft social protection policies with Action Plans in 2021, with expected adoption in early 2022. Grenada has also committed to preparing a social protection policy and action plan, but has delayed this to 2022 because of the pandemic emergency.

**Despite this progress, coverage remains sub-optimal and key implementation challenges remain.** The change of vision from a 'poor relief' to a universal progressive approach to ensure social protection rights for all still need to be operationalized. There are particular challenges across the region, including the four target nations, in terms of poor targeting of those in need of social assistance with both inclusion and exclusion errors, inadequate systems to accommodate rapid upscaling and expansion of reach in case of shocks, and weaknesses in contributory social protection programming. Key groups in need remain excluded, including poor and vulnerable households, workers and business in the informal economy that face the following challenges:

- Low volume of sales and cash flow issues
- Reduced contribution capacity
- Irregular sales throughout the year
- Limited administrative and accounting capacity
- Extreme vulnerability at the start of business
- Workplaces can be fixed or mobile
- Informal working relationships
- Lack of organization and representation
- Low perception of the cost/benefit of becoming formal
- High cost of formalization
- Excessive bureaucracy or adherence to rules and formalities

<sup>17</sup> <https://www.worldbank.org/en/country/caribbean/overview>

<sup>18</sup> <https://www.calpnetwork.org/wp-content/uploads/2020/03/1541608642.BVI-JCP-Evaluation-2018-1.pdf>

<sup>19</sup> <http://www.gov.ai/departments.php?id=2&dept=9>



- Lack of appropriate legal framework
- No access to finance and credit
- No access to public procurement
- Inadequate tax base
- Limited entrepreneurship capacities

**In addition, social protection is still perceived by many as a “handout” rather than an investment in the countries’ population and systems strengthening is required.** Programmes remain fragmented and core tools that facilitate the business processes of social protection programmes, and that are vital entry points for enhancing integration of social protection systems such as social information systems, or grievance and redress mechanisms are missing or limited. Most social protection systems do not rely on integrated information systems with wide coverage and systematic mechanisms for collecting up-to-date information, including household level data that can be used to identify vulnerable or disaster-affected households. Delivery systems are mostly manual and of small scale, which can limit the ability of the system to scale up quickly in times of crisis.

**The Joint Programme aims to support the four countries at this critical juncture to not only safeguard previous achievements but also use this opportunity to implement the new strategic vision of the social protection system, supporting the transition from a poor relief view towards the progressive realization of universal coverage and closing existing gaps due to fragmentation so no one is left behind, empowering youth, and supporting the shift from informal sector employment into gainful formal sector employment, while accounting for the increased risk of climate-related shocks.**

In recognition of the shortfalls mentioned above, the JP will:

- Contribute to expand and strengthen long-term, inclusive, social protection systems that can address poverty, vulnerability and inequality, across a wide variety of dimensions and that will constitute the first protection to shocks;
  - Support the improvement of data collection and analysis, the implementation of more robust information management systems and systems strengthening to make social protection system resilient to shocks and flexible;
  - Advance the twin objectives of enhanced household resilience and social protection system strengthening and link these actions to broader climate change programming. The JP focus on strengthening shock-responsive social protection systems will further enable social protection integration into disaster risk response, blue economy programming, and green economy programming. This includes helping the four to seek and utilise innovative financing strategies such as insurance mechanisms that have been developed to support SIDS in the face of climate change;
  - Through the OECS Commission, provide the region’s most outstanding young minds with the space to bring out their creative and innovative best, through guidance and mentorship. This will be achieved through the OECS Youth Innovation Lab, an Innovation Lab experience for the youth of the Caribbean;
  - Strengthen the resilience of households, and future generations through supporting the shift from informal sector employment into gainful formal sector employment, and by building solid social security accounts for disability and retirement. There is extensive evidence that businesses and workers in the informal economy do not formalize through legal mandates and stronger compliance mechanism. On the contrary, coercive actions tend to provide negative results and disincentive formalization. Alternatively, the JP will implement an integrated approach towards the extension of social protection coverage to the informal economy that will be based on the development and implementation of a mechanism of incentives for formalisation. The approach

will be participative involving actors and representatives of the informal economy to understand the root problems of informality and jointly design solutions that facilitate formalisation (e.g. adaptive legal frameworks, simplification of procedures, access to financing, information and awareness, representation and coordination with other policies). Addressing informality has a multiplier effect and provides responses to challenges beyond the labour market. Country approaches and strategies toward the transition from the informal to the formal economy will be integrated to act upon the many drivers of informality. Ensuring access to social security coverage to the informal economy in the framework of an integrated approach not only addresses an immediate need of protection but also protect workers dependants, particularly children how could be caught in poverty. The business sector also benefits by enjoying increasing productivity and fair competitiveness as well as increased financing for social protection. Formalization and access to social security coverage also reduce the reliance of a good number of workers and their families on social assistance programmes therefore creating opportunities to expand social protection coverage, for example to those who were on waiting list of social protection programmes. Finally, and considering that social protection is an investment in people, positive impacts on human capital, human development and labour productivity yield benefits not only for workers and employers, but also aggregate benefits for societies as a whole.

**The gender analysis highlighted continued constraints undermining gender equality and women’s empowerment, but gains made in the past few decades that leave room for cautious optimism.** There is greater recognition of the more entrenched patterns of poverty and exclusion that arise from women’s greater responsibilities around caregiving, inadequate control over reproductive decision-making, and high levels of male out-migration that leave some households vulnerable to falling into poverty. The share of women in the non-agricultural informal economy matches that of men, but occupations differ: many women work as street vendors, unregistered domestic workers, unpaid contributing family workers or as manual workers in informal businesses. In addition, they face more specifically some of the factors of informality such as discrimination, lack of access to economic resources, to property, to financial and other business services, as well as the greater need to combine family and work responsibilities.

**The JP will put the Leave No One Behind (LNOB) principle into practice by focusing on the ultimate objective of social protection in the Caribbean Region: progressively implementing Universal Social Protection (USP).** The JP will enable the social protection policies that have recently been developed across three of the four nations (Anguilla in 2018, BVI in 2021, St. Kitts and Nevis 2021; Grenada is planned for 2022), all of which commit to USP, to a strengthened rights-based approach to programming, and to meaningful engagement of rights-holders and duty-bearers. Interventions of the JP will be framed on a human rights-based approach underpinned by International Labour Standards, notably the “Social Security (Minimum Standards) Convention, 1952 (No. 102)”, the “Social Protection Floors Recommendation, 2012 (No. 202)” and the “Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204)” of the ILO. This commitment to leaving no one behind is fully consistent with regional protocols among OECS member states on rights of travel, residency, and work.

## 1.2 Target groups

There are three groups of rights-holders to be reached by this JP:

1. *Vulnerable Persons and Those Living in Poverty:* Vulnerable persons and those living in poverty are targeted through attention to systems strengthening, with a particular focus on strengthening shock responsive social protection systems that are able to deliver in an efficient and effective manner.
2. *Informal Sector Workers:* This refers to informal sector workers who are not enrolled in social security or other contributory social protection programming, including those who are keen to develop their skills to secure formal sector employment. Direct target groups of the JP will be informal business units not covered by social security, including self-employed, own account workers, domestic workers, agriculture workers, fishers, construction workers, cultural and creative sectors, platform workers and workers in micro small enterprises. JP action will also support organisation representing businesses and workers in the informal economy.
3. *Youth:* Young persons, especially young women, who are unemployed or working in the informal sector and interested in further training to improve formal sector employment or entrepreneurial opportunities.

Within the target groups, it is critical to understand patterns of vulnerability and exclusion that leave some at a disadvantage even when attempts are made to reach them, and even if they are reached. This means tailoring skills training to better reach and serve young women entering the workforce, nuancing programme approach and reaching households with high dependency ratios (many of which are female-headed households), and empowering marginalised informal sector workers who are especially at risk of exploitation and vulnerable to the effects of climate change. This will be a key consideration at JP start-up.

As part of strengthening institutions and improving efficiency, the JP also targets duty-bearers, specifically delivery agencies for social protection (including social security) and for skills development. It includes partner civil society agencies, local activist organisations, clubs and similar as appropriate. A fourth target group are therefore duty-bearers involved in social protection.

The JP will reach a portion of the intended target groups, with the post-JP aim of the approaches employed and systems strengthened being able to continue to deliver to these target groups. As per the table in Section 1 Paragraph 14, target groups to be directly reached include children (girls and boys), women, youth, persons with disabilities, older persons, rural workers (including remote islands), migrants from the OECS region, and persons of African descent. Indirect reach those who have minority sexual orientation, persons living with HIV, and persons living with non-communicable diseases. There are particular challenges facing non-English speaking immigrant and returnee populations in the four nations that yield vulnerabilities warranting specific attention.

As the problem statement elaborated, poverty is a persistent problem throughout the Caribbean, and of the four nations in this submission is especially entrenched in Grenada. Poverty is highest in households with higher dependency ratios and more children, and passes generationally through inadequate access to decent work. Poverty is higher for female-headed households than male-headed households, reflecting patterns of gendered opportunities and constraints. Persons with disabilities are in an especially difficult situation in terms of access to opportunities for decent work. Those suffering from non-communicable diseases, those living with HIV, and those who face discrimination due to sexual orientation face further barriers. By strengthening social protection delivery systems, and by helping the four governments implement their progressive social

protection policies, integrated responses to the constraints to improved livelihoods and decent work will be supported.

Rapid urbanisation throughout the Caribbean Region has underlined the concentration of economic opportunities in urban areas, and on larger more populated islands. This has resulted in fewer economic opportunities in remote areas and on remote islands, and at the same time has concentrated poverty in peri-urban areas where many low-wage and informal sector jobs are concentrated. Through support to social protection policy implementation and innovative labour market programming, this JP will support reach to those most affected by these trends.

Given the importance of social assistance programming targeting older persons who did not pay into social security, for whatever reason, this JP will also improve their lives through support to improved social assistance delivery, including in times of disaster. Similarly, effective targeting of households most in need offers important impacts on households with higher numbers of children. Further, with integrated social protection delivery, this will help to break the generational nature of poverty.

OECS member states allow entry and settlement by those from other OECS states, and access to the job market. These migrants often work in low wage jobs in particular in the tourism sector, with constrained opportunities for advancement and difficulties in saving sufficient funds over time. The JP will endeavour to strengthen their involvement in social security schemes.

This JP will specifically enable reporting against the convention obligations of the four nations for the following. These include core conventions as follows:

- Convention on the Rights of the Child
- Convention of the Elimination of all forms of Discrimination Against Women
- The Convention of the Rights of Persons with Disabilities

### **1.3 SDG targets**

The Sustainable Development Goals (SDGs) offer an important roadmap for the four nations to consider how well they are building on strengths and overcoming challenges. They underline how interconnected the different challenges are. Progress against the SDGs in the Caribbean as of 2020 is summarised in the following figure. As is unfortunately all too common for SIDS, there are important data gaps, with both Anguilla and British Virgin Islands not reported at all and St. Kitts and Nevis having one of the highest reported data gaps of any country reporting.

With a programmatic focus on SDGs 1, 5, 8, and 13, the most important issues are:

- The absence of data for Anguilla and BVI in full, and for most measures for St. Kitts and Nevis and to a lesser extent for Grenada
- Only one country in the region (Trinidad and Tobago) has achieved SDG 1 – no poverty (which COVID may challenge), and most face significant challenges in doing so
- All countries with data show significant challenges facing SDG 5 – gender equality, even more severe challenges for SDG 8- decent work and economic growth, and an extremely mixed situation for SDG 13- Climate Action

Overall, findings suggest that the majority of SDG targets will be missed by most Caribbean SIDS, and that the four SDGs relevant to this JP are facing significant challenges.



For these reasons, the JP has focused particular attention on critical gaps in social protection delivery and systems functioning (from social assistance to labour markets to social security and the informal sector). It is also for this reason that the JP includes provision for expanded data collection to inform measurement of the specific SDG targets for the JP.

The specific SDG targets for the JP are as follows:

**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 4 - Education**

Target 4.3: Ensure equal access for all women and men to affordable and quality technical and vocational education

Target 4.4: Increase number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

**SDG 5 – Gender Equality**

Target 5.c: End all forms of discrimination against all women and girls everywhere.

**SDG 8 - Decent Work and Economic Growth**

Target 8.3: Promote productive activities, decent job creation, entrepreneurship, creativity and innovation

Target 8.5: Unemployment rate by sex, age and persons with disabilities

Target 8.6: Proportion of youth (aged 15-24 years) not in education, employment or training

**SDG 13 – Climate Action**

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

These SDGs are linked to the outcomes in the JP as reflected in the following table against baseline and endline figures:

<b>Outcomes and Outputs</b>	<b>SDG Performance Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Source/MoV</b>
Outcome 1: Improved social protection sector performance and reach to help reduce household vulnerability to climate and economic-related risks and crises	1.3 Proportion of population covered by social protection floors/systems, by sex, and distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work injury victims and the poor and the vulnerable  5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment  13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030	TBD (1 <sup>st</sup> quarter 2022)	TBD (1 <sup>st</sup> quarter 2022)	Country poverty assessments  Social assistance and social security records  Census data  Gender-budgeting reporting  National plans that incorporate climate change mitigation, blue economy, green economy Disaster risk response reporting
Outcome 2: Youth empowerment enables effective labour market entry	8.3.1 Proportion of informal employment in total employment, by sector and sex	TBD (1 <sup>st</sup> quarter 2022)	TBD (1 <sup>st</sup> quarter 2022)	Labour force surveys  Census data



Outcomes and Outputs	SDG Performance Indicators	Baseline	Target	Source/MoV
	8.5.1 Average hourly earnings of employees, by sex, age, occupation and persons with disabilities 8.5.2 Unemployment rate, by sex, age and persons with disabilities 8.6.1 Proportion of youth (aged 15-24) not in education, employment or training 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment 4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill			Gender-budgeting reporting  Education statistics

The JP contribution towards supporting the specified SDG targets has important multi-target benefits and offers broader benefits for the four SDGs overall. Expanding social protection to include reach to businesses and workers in the informal economy through an integrated approach to formalisation directly contributes to SDG 1.3 and SDG 8.3. Additionally, gender equality (SDG 5), equality (SDG 10), institutions (SDG 16) with partnerships (SDG 17) addressed indirectly. The focus on youth and labour markets, with a particular focus on young women, technical training and formal sector employment, is an important aspect of strengthening gender equality, breaking down barriers in this regard. This is also intended to have important gender wage equality impacts.

SDG 1.3 and SDG 13.1 represent a dual focus on strengthening social assistance reach and support, with the intention of improving reach to most vulnerable households whose resilience to withstand further climate disasters would improve. As female-headed households and households with high dependency ratios tend to be over-represented among the poor, reaching these households also serves to contribute to SDG 5.1, both through actions around Target 1.3, as well as actions around decent work (4.3, 4.4, 8.3, 8.5 and 8.6).

#### 1.4 Stakeholder mapping

Core stakeholders comprise those targeted by the JP in supporting delivery (duty-bearers) and receiving services (rights-holders). The former (duty-bearers) comprises Government and statutory bodies, social protection service delivery agencies covering social assistance, social security, labour market programming, and disaster risk response coordinating agencies. It also includes civil society organisations, advocacy groups, interest groups, associations, unions, activists and formal and informal community-based organisations that advocate for the rights of rights-holders.

Stakeholders include business associations and workers organisations, of particular importance with regard to social security, formal sector employment and decent work. They also include organisations of informal sector workers.

Stakeholders also include private sector and social development actors working with governments in public private partnerships aimed at overcoming social challenges and

strengthening investments in technical and vocational education, as well as those interested in apprenticeships and entrepreneurship activities.

Across the four nations and throughout the Caribbean, formal and informal community groups and associations are especially important in reaching those in need, as they have solid networks and are well versed in the socio-cultural norms of specific relevance to effective reach. They have particular roles to play in ensuring that vulnerable populations are reached in times of disaster.

The later (rights-holders) comprises those living in poverty in need of social assistance and/or labour-based programming services and those working in the informal sector, with the specific target group comprising those identified for direct support through the JP. Within this population, there are rights-holders in particular need, which will therefore be a specific focus of the JP. This includes:

- 1) households living in poverty where enhanced social assistance can play a transformative role and support graduation of out social assistance and greater resilience in the face of disaster;
- 2) unemployed young persons in need of skills development (e.g., soft skills, financial literacy, digitisation), technical skills strengthening and entrepreneurial training, with particular reference to young women; and
- 3) informal sector entrepreneurs who, with support, could begin to engage in contributory social protection programmes.

Across these groups there are those who would receive specific additional consideration, including those living on remote areas and smaller, more isolated islands, those with disabilities, groups historically subjected to discrimination (e.g., young persons in St. Kitts and Nevis who were previously involved in criminal activity), those living with chronic but treatable illnesses, those with low levels of literacy and numeracy and those vulnerable to shocks who would fall into poverty when facing a shock.

### *Anguilla*

**Anguilla Social Security Board:** administers the social security scheme and has the mission to transform the quality of life in Anguilla by providing meaningful social security, community empowerment and national development. Its vision pursues the objective that Anguilla has been transformed into a smart, resilient, diversified, healthy, green and inclusive country with universal social security coverage and full employment; enabled by a customer-centric and technology-driven Social Security System.

**The Ministry of Social Development, Education and Library** responsible for the development and implementation of social assistance. The Department of Social Development offers two principle forms of social protection: the Public Assistance Programme; and, the Medical Exemption Programme. The Ministry also guides implementation of social protection policies, plans and strategies as applicable, including liaising with other agencies and ministries to effect social protection in Anguilla. Anguilla's National Social Protection System is guided by its 2015 National Social Protection Act and its 2018 National Social Protection Policy, including its 2019-2021 National Social Protection Policy Monitoring and Evaluation Framework. Anguilla's policy framework seeks to guide the development of an integrated Social Protection System towards the advancement of the 2030 Sustainable Development Goals. Its National Social Protection System aims to bring together three main components of social protection into a single, coherent planning and response framework. The three main components include social security, social assistance and social services. Anguilla's Social Protection System, supported by its National Social Protection Policy aims to:

- i. strengthen integration across contributory and non-contributory social service delivery across departments and ministries and agencies, expanding reach to cover those living above the poverty line but vulnerable to falling into poverty and enhancing the voice of those who are targeted for these services;
- ii. enhance social protection mainstreaming in social services and economic planning, including labour marketing planning and policy-making;
- iii. Improve service delivery and reach.

#### *British Virgin Islands*

The **Ministry of Health and Social Development** is the main government partner to implement the Joint Programme in BVI is responsible for the social assistance pillar. It is responsible for delivering a wide range of social protection programmes and services, including social safety net programmes targeting the most vulnerable members of the population. They are also leading on the development of national social protection policy

**Social Security Board:** administers the social security and health insurance scheme. It is a Statutory Body, under the portfolio of the Minister of Health and Social Services. There is a tripartite Board responsible for the management of the organization. The Social Security Act specifically charges the Director with the responsibility for the management of the Fund, in particular the collection of the contributions and the payment of benefits.

The **Ministry for Education, Culture, Youth Affairs, Sports, Agriculture and Fisheries** develops policy and legislation, develops accountability frameworks and monitors performance for all education and youth.

#### *Grenada*

**National Insurance Scheme of Grenada:** administers the social security scheme and pays eighteen benefits in three categories: long-term, short-term and employment injury. Its mission is to provide for the efficient payment of relevant benefits to contributors in a customer-focused environment through effective collection of contributions and prudent management of funds with highly trained staff using innovative technology.

**The Ministry of Education** TVET governance in Grenada is centralised and focussed around this Ministry.

**The Grenada National Training Agency (NTA)**, under Grenada Council for TVET (GCTVET), is mandated to develop a National TVET Plan, and assesses workforce development in view of demand and supply in the labour market. Grenadian TVET governance is linked to wider Caribbean efforts, as the NTA may award the Caribbean Vocational Qualification (CVQ).

Ministry of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management: focused on youth.

Other key stakeholders include: **Grenada Community Development Agency (GRENCODA); Grenada National Council for the Disabled; Programme for Adolescent Mothers (PAM); Grand Anse Social Development Centre.**

#### *St. Kitts and Nevis*

**The Ministry of Social Development and Gender Affairs:** main link agency in St. Kitts and Nevis. As St. Kitts and Nevis is a federation, the Nevis Island Administration also serves as a key actor. The Social Protection Bill, which is expected to be passed into law

in 2022, provides for an Inter-Agency Commission for Social Protection that plays a critical role in social protection sector integration, while the National Social Protection Policy (completed and due for passage in 2021) places specific emphasis on intersectoral arrangements and sector planning.

A second actor in St. Kitts and Nevis is the **Social Security Board**, which falls under the **Ministry of Human Settlement**.

*At Regional Level*

**The Organization of Eastern Caribbean States (OECS)** The four nations are members of the OECS, and as such take their lead from the OECS in most aspects of regional cooperation. The OECS is especially relevant for this JP. The organisation is currently in the process of updating its social protection policy and establishing how it will employ this policy to support the development of the social protection sector in the Caribbean. It includes specific attention to strengthened social protection delivery able to respond effectively to shocks, enhanced labour market programming with a focus on youth and young women and expanding access to contributory social protection programme. The JP will work with the OECS Technical Working Group on Social Protection, which by 2022 will have overseen the issuance of an updated Regional Social Protection Strategy, and the OECS Council of Ministers on Social Development that will ensure national alignment with the regional strategy.



## 2. Programme Strategy

### 2.1. Overall strategy

The JP seeks to assist the four nations in recovering from Covid-19 impacts in a manner that strengthens their progress towards SDG objectives. It will do this through contributing to SDGs 1, 4, 5, 8 and 13, with specific reference to targets 1.3 on social protection, 4.3 and 4.4 on education, 5.1 on ending discrimination, 8.3 on productive activities, decent job creation, entrepreneurship, creativity and innovation, 8.5 on youth unemployment taking into account gender and disability, 8.6 on reaching youth with training, and 13.1 on strengthening resilience. The JP will proceed in a manner that promotes the UN commitment to Leave No One Behind (LNOB).

It will deliver against these SDGs and LNOB through a focus on strengthening systems and delivery of shock-responsive social protection services that specifically target those households living in poverty / vulnerable households who are most at risk. The efficacy of this programming will be carefully assessed as implementation proceeds, allowing data collection and sharing in a manner that will inform programming and internal review, and from there learning. This means that the programmes identified for support and the approach used will be nuanced in each nation and the efficiency and effectiveness of the interventions will be compared and reported. This reporting will also be incorporated in national social protection reporting systems, and the lessons for other social assistance programmes will be considered.

The primary value of this programme is its support for the provision and improvement of social protection support in 'normal times' which allows poor and vulnerable populations to better withstand shocks. It promotes an integrated approach to social assistance and contributory programming at legal, policy, programme and administrative (e.g. development of interoperable data systems) levels. It helps reach those in need who would otherwise be excluded from programming. Further, the value of supporting the transition of workers from the informal economy to formal employment and giving youth access to the labour market will contribute in the long run to increase financing for social protection (future taxpayers). Formalisation of employment and access to social security coverage also reduce the reliance of workers and their families on social assistance programmes, therefore creating opportunities to expand social assistance coverage to new households.

The four nations have committed themselves to integrated social protection delivery, but each recognises the complexities in particular of linking social assistance and contributory programming. This is reflected in the adopted policy for Anguilla, and the two draft policies for BVI and St. Kitts and Nevis. As a result, the JP will play an outsized role in showing each country how practical links can be established across social assistance and contributory programming. This extends further to labour-based programming.

Further, linkages between social protection and labour markets provide an innovative approach to address several challenges simultaneously and produce impact at various levels:

- a. facilitate the transition of workers and economic units from the informal to the formal economy, while respecting workers' fundamental rights and ensuring opportunities for income security, livelihoods and entrepreneurship
- b. promote the creation, preservation and sustainability of enterprises and decent jobs in the formal economy and the coherence of macroeconomic, employment, social protection and other social policies
- c. prevent the informalisation of formal economy jobs

In a globalised and fast-evolving world, digital technologies have spread rapidly, and our Caribbean economies, the labour markets and societies are changing at an unprecedented



rate in order to adapt to the changing needs. The upskilling of key rights holders through emphasis on digitalization yields, has the potential to spill over benefits for the entire economy within current and emerging industries. As a result, training in digital technologies will foster growth, productivity, competitiveness and innovative capacity.

UNESCO's mission is to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. UNESCO is the lead UN Agency for Technical Vocational Education and Training; and its expertise in providing policy advice, capacity-building and conducting policy reviews is valued regionally. The UNESCO Strategy for Technical and Vocational Education and Training (TVET) 2016-2021 supports the efforts of Member States to enhance the relevance of their TVET systems and to equip all youth and adults with the skills required for employment, decent work, entrepreneurship, and lifelong learning; and contribute to the implementation of the 2030 Agenda for Sustainable Development as a whole. UNESCO will work specifically in Grenada under the JP. It will work with the Ministry of Education through the Grenada National Commission (GNTA), the Grenada Council for Technical and Vocational Education and Training (GCTVET), and relevant local and national youth organisations and councils to lead the development and implementation of the project.

WFP Caribbean focuses on emergency preparedness and strengthening social protection systems so that they are better prepared to support vulnerable people impacted by disasters and shocks. This comes with extensive experience in supporting social protection programmes and disaster risk management policies to allow for more innovative social protection delivery systems and sustainable livelihoods programmes that are scalable and replicable. Additionally, WFP is experienced in strengthening the institutional processes based on lessons learned in the region and best practices to allow for better vulnerability and gender analysis and strengthening data collection tools and systems to allow them to be used in an integrated, cross-sectional manner. WFP will work closely with the Ministry of Health and Social Development in the Virgin Islands in building capacities to strengthen shock responsive social protection protocols and improve data collection and analysis capacities to create more robust information management systems. Additionally, WFP will engage with both the Ministry of Health and Social Development and Ministry of Finance on developing disaster risk finance capacities to be able to increase fiscal space in the event of future shocks.

UNICEF has been involved in assistance to Caribbean children since the 1950s, and since 1986 has strengthened its regional presence through its Barbados Office to serve the Eastern Caribbean, including in the area of youth engagement and social protection. UNICEF's work on social protection is rooted in its mandate based on the Convention on the Rights of the Child, guided by a rights-based approach that promotes social protection for all with a priority to include the most vulnerable children and their families. UNICEF supports Eastern Caribbean countries and territories in the area of social protection through the direct provision of technical advice on policy and programming at country level, the development of, inter alia, guiding tools and strategies that address countries' needs through regional bodies and the facilitation of horizontal exchanges for cross learning. In the current context, UNICEF's focus remains on supporting countries to strengthen the basic social protection system, including social protection policy/legal framework, programming and delivery mechanisms, because it is this regular basic support that becomes the first protection poor and vulnerable families rely on when faced with a shock. This includes the production of evidence to support evidence-based programming, the review and development of social protection systems frameworks (policy, legislation, coordination and financing); technical advice for more effective programming (eg. payment, targeting, digitization of data management), and technical support to prepare and leverage social protection systems in response to emergencies. UNICEF will work closely on these issues through the JP in Anguilla and Saint Kitts and Nevis (programme and systems strengthening, digitization of data), the British Virgin

Islands on the improvement of accountability mechanisms, Grenada on the policy framework and with the OECS on youth engagement, the production of evidence and horizontal exchanges.

In each nation, social security organisations have countrywide outreach, information technology and human resource capacities to reach difficult to cover groups to support their transition to the formal economy. They also have the legal mandate to provide social security coverage to all workers. Consequently, these organisations serve as key counterparts to implement the JP in all four nations. The ILO Office for the Caribbean has organised training on extension of social protection in the context of formalisation policies in 2017<sup>20</sup>, which was aimed at technicians of social security institutions of the Caribbean region who are involved in the design, implementation and monitoring of social protection policies and schemes. The conclusions of the training, which was attended by representatives of social security organization on Anguilla, BVI and Grenada, will support the implementation of the JP. The JP is aligned with the mandate and vision of the ILO to promote decent work for all workers, regardless of where they work. For the millions of workers and employers, especially for women and young people in the informal economy worldwide, Decent Work remains an elusive goal. Workers may be unprotected and are not be recognized by the labour law, they lack access to social protection and are unable to defend their basic rights in the labour market. Very often, they are unorganized and unrepresented. Their working conditions are often poor (unprotected, unsafe, with long working hours, low productivity and low incomes). In many cases there is a strong link between informality, poverty and social exclusion.

Aligned with this Programme Strategy, 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.

## **2.2 Theory of Change**

This Joint Programme responds to four intertwined challenges facing the four target nations, as elaborated in the Problem Statement:

- 1) High levels of unemployment, especially youth unemployment
- 2) Stubborn levels of poverty and unequal access to the resources and skills that would alleviate this poverty
- 3) Rising levels of debt and limited fiscal space that constrain government investment
- 4) Increasing challenges associated with the effects of climate change

In response this JP will contribute towards an improved enabling environment for social protection delivery in terms of social assistance, contributory programming, labour-market programming and shock-responsive social protection delivery. Through this, the ultimate aims are to:

- 1) Increase resilience at household, community and national levels
- 2) Improve efficiency and effectiveness in social protection design, programming and delivery
- 3) Better link young people, especially young women, to rewarding, meaningful work

The Joint Programme Theory of Change (ToC) is based on consideration of the problem statement and the associated regional objectives of the UN system in the Caribbean, as elaborated in the draft of the 2022-2026 Multi-Country Sustainable Development

<sup>20</sup> [https://www.ilo.org/caribbean/events-and-meetings/WCMS\\_546621/lang--en/index.htm](https://www.ilo.org/caribbean/events-and-meetings/WCMS_546621/lang--en/index.htm)

Cooperation Framework (MCSDF). Two objectives are expressed in the MCSDF and cover: 1) equality and well-being, ensuring that no one is left behind; and 2) economic resilience and shared prosperity. Consistent with these two objectives, the Joint Programme ToC summary statement is as follows:

***If the social protection systems of the four nations are based on policies and practices that enable fairness and effective reach and support transformation, and if development partners deliver assistance that helps the nations to overcome critical constraints, then the four nations can advance towards SDG objectives associated with gender equality, social protection, decent work, and climate change.***

To effect change within the broader framework of the MSDCF, the JP is specifically aligned with outcomes 4 and 2 in the MSDCF, while also cognizant of the overall outcomes and how they intersect with outcomes 4 and 2:

MSDCF Outcome 4	People in the Caribbean equitably access and utilise universal, quality and shock-responsive social protection, education, health and care services
MSDCF Outcome 2	The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth

The JP's two outcomes align with these two MSDCF outcomes as follows:

JP Outcome 1	Improved social protection sector performance and reach to help reduce household vulnerability to climate and economic-related risks and crises
JP Outcome 2	Youth empowerment enables effective labour market entry

This alignment is reflected in the following figure:



Within this framework, the grouped Theory of Change for the two outcome streams for the JP is illustrated in the following figure.

The ToC is structured as follows:

- **Desired Impact:** the overall desired impact of the MSDCF that the JP is contributing towards
- **Desired Outcomes:** JP outcomes that contribute towards the MSDCF impact
- **Assumptions:** assumptions that if correct enable JP outcomes
- **JP Intervention Logic:** JP delivery that will support achievement of desired changes
- **JP Alignment Logic:** context within which the JP operates

Impact	Outcomes	Assumptions	JP Intervention Strategies	Alignment Logic
A more resilient Caribbean through engaging and training youth, strengthening integrated social protection sector delivery	Improved social protection sector performance and reach to help reduce household vulnerability to climate and economic-related risks and crises	1. Governments and their partners maintain their commitments to implementing their social protection policies and action plans, and resourcing the sector	System and programmatic review of data management of social assistance programmes. Operational and institutional review of social assistance programming to improve coherence and efficiency and strengthen shock responsiveness	Strong national commitment to social protection sector reform and system integration, commitment to policy innovation
		2. Governments and their partners are committed to innovative solutions to building more resilient societies as they plan their recoveries from Covid-19	Production of evidence and advocacy on public finance management, financing strategies Assessing the costs and gains of shock responsive social protection programming to establish return-on-investment to inform Covid-19 recovery planning for sustainable social protection. Systems strengthening (protocols, etc.) Development of an operational module on linkages and referrals between social assistance programmes and access to social services Development of a simulation model for options for programme expansion.	
		3. Governments and partners strengthen their rights-based programming	Review of grievance/redress mechanisms and adaptation in a context of shock-responsiveness. Review of legal framework governing social protection delivery from a human rights perspective. U-report two-way communication for increased involvement of rights-holders in the design and oversight of social protection interventions and feedback on performance	
		4. Governments and partners are committed to evidencing results	Development of effective tracing systems for informal sector workers transitioning to the formal economy. Digitising of social protection data management and service	



Impact	Outcomes	Assumptions	JP Intervention Strategies	Alignment Logic
			delivery systems to provide accurate data and analysis and scaled-up	
		5. Governments and partners engage in innovative labour-based programming	Diagnostic assessments take place of the informal economy to overcome gaps and barriers to formal sector entry and access to social security. Incentive mechanisms for those in the informal economy facilitate access to social security	
	Outcome 2: Youth empowerment enables effective labour market entry	6. Governments and partners commit to strengthened, innovative means of delivering TVET	Strengthen TVET curriculum and learning resources to provide up-to-date and relevant context and teaching strategies for delivering instruction in coding, website development, digital marketing and graphic design	Recognition that stubborn youth unemployment requires innovative approaches and renewed commitment of resources and programming
		7. Governments work with TVET partners and youth leaders to deliver well targeted, innovative service delivery	Strengthen capacity of TVET educators and youth leaders to effectively deliver training and mentorship in the areas of coding, website development, digital marketing and graphic design by providing virtual workshops or online courses. Expansion of the OECS innovation hub to reach young people across the sub-region. Dissemination of entrepreneurial skills modules through U-reports. Upskill and certify secondary and post-secondary youth in the areas of digital technologies. Provision of soft skills training and mentorship including financial literacy, effective communications and leadership to better equip secondary/post-secondary youth to access income generating opportunities as entrepreneurs and employees	

## 2.3 Expected results and impact

**Higher Order Results** fall across the results areas and outcomes and are associated with: 1) enhanced social protection sector integration with particular reference to (multidimensional) poverty-focused social protection programming as well as contributory social protection with labour market programming that includes responding to high levels of youth unemployment; 2) purpose-driven institutional strengthening; and 3) increased political commitment to social protection sector objectives.

**Operational Results** are results area and outcome specific and are associated with: 1) reducing household vulnerability to climate and economic-related risks and crises; 2) youth empowerment that enables effective labour market entry; and 3) labour market



programming that expands social security coverage for those working in the informal sector and supports transitioning from informal sector to formal sector employment.

With these intended results, the JP has identified two outcomes and associated outputs to deliver:

**Outcome 1: Social protection sector performance and reach is improved to help reduce household vulnerability to climate and economic-related risks and crises**

**Output 1.1: Institutional capacities and mechanisms for social assistance delivery are improved, including in response to shocks**

**Output 1.2: Social protection floor delivery is strengthened through increased linkages between Social Protection Floor components and improved accountability**

**Output 1.3: Informal sector workers are reached with a package of incentives aimed at encouraging their access to social security**

**Outcome 2: Youth empowerment enables effective labour market entry**

**Output 2.1: Technical and vocational education and training service providers are better equipped to provide services relevant to a just transition to young people from disadvantaged backgrounds**

**Output 2.2: Young people are reached with appropriate entrepreneurial training**

Gender is mainstreamed across objectives and is a central part of reporting, with equal attention devoted to patterns of vulnerability that go beyond gender. This is included in the Results Framework.

As will be seen in the JP activities listed in the workplan and the summary focus as indicated in the Theory of Change, the JP PUNOs will deliver under a common framework with the JP Coordinator as the lead. As this is a multi-nation JP, delivery against outputs will vary across nation, building on previous work conducted and planned actions; Outcome 2 and associated Outputs 2.1 and 2.2 are specifically focused on Grenada and through the OECS. Systems strengthening and expanding reach are both intended to support sustainability.

Transboundary issues were discussed in detail elsewhere, but here it is important to highlight two points: 1) that the four SDG-funded JPs for the Caribbean will work closely together to deliver at a regional level, with particular attention to evidencing and cross-country and cross-agency learning; and 2) that the OECS will receive support in one area under this JP and will also support delivery in another area, in both cases strengthening the role of the OECS in youth engagement and the social protection arena and enabling implementation of their social protection framework.

## **2.4 Financing**

Through this JP, the SDG Fund will: 1) support expansion, enhancement and better integration of social protection systems; 2) support access of those involved in the informal economy to social security; 3) support the transition from informal to formal employment; and 4) empower the youth and facilitate their entry into the labour market.

This represents value for money for several reasons:

- First, as mentioned above, it builds on policy commitments that have already been made by countries/territories who are eager to move forward with implementation.
- Second, supporting the provision and improvement of social protection support in 'normal times' allows poor and vulnerable populations to better withstand shocks (preventive function). Supporting the system's readiness to be leveraged in response to a shock, rather than putting in place temporary stand-alone responses post-shock, allows a more efficient emergency response (both in terms of cost and time).
- Third, compared to alternative approaches, such as looking separately at social assistance and contributory programmes, this integrated approach is more effective as it helps ensure that key vulnerable populations are not missed out when social protection systems are expanded, as was the case in response to Covid-19 with people 'falling in the middle' and not being entitled to social security entitlements nor social assistance support.
- Fourth, supporting the transition of informal economy workers to formal employment and youth access to the labour market will contribute in the long run to increased financing for social protection (future taxpayers). Formalisation of employment and access to social security coverage also reduces the reliance of a number of workers and their families on social assistance programmes, therefore creating opportunities to expand social protection coverage.

The JP is also good value for money as it looks at using its resources to improve national financing for comprehensive social protection systems (inclusive of labour market policies). Even if some differences exist between countries and territories in the JP and more broadly in the Eastern Caribbean Area (e.g., quality of macro-economic planning, transparency regarding finances, extent to which budgeted funds are spent as planned), public finance remains a key driver of poverty throughout the region. Problems include: data and policy development, planning and budget preparation systems that remain weak; a lack of linkages between needs, planning, resource allocation and performance reviews; and there are significant underspends in most countries in key social sectors, including social protection, indicative of poor budget execution. The production of evidence and advocacy under the JP in the area of Public Finance Management (PFM) will help maintain social spending for the response to and recovery from Covid-19. These efforts will also help ensure better linkages between needs, planning, resource allocation and performance and the identification of new financing options for shock responsive social protection.

It is also worth noting that some of the activities around social protection system strengthening and digitization of data in Anguilla specifically are linked to a policy-based loan they are getting from the Caribbean Development Bank that will provide an opportunity to influence the plans towards acceleration of the social protection reform through the evidence produced and interventions implemented.

The JP takes an approach to expanding and systematizing innovations that were successfully piloted during emergencies and testing new ideas, which constitutes another source of cost efficiency.

The JP will promote horizontal exchanges through the establishment of a community of practice for practitioners that aims to be a safe space for them to not only share about successes but also what is not working, contributing to expand learnings beyond the countries where the different experimentations are made and programmes implemented.

Around 20% of the budget is directed towards data assembly and analysis, developing tools, and engaging in programmes that aim to move away from policy/legislation/programming being gender blind (i.e., ignoring gender in programme design, perpetuating a negative status quo or potentially worsening inequalities to becoming more gender

sensitive and responsive, by identifying and addressing the different needs of women headed households, young women and promoting equal outcomes for all).

## 2.5 Partnerships and stakeholder engagement

Key partnerships for this JP include the four governments, other country level stakeholders including both rights-holders and duty-bearers, the four PUNOs, the OECS, and other regional agencies including CDEMA. These partnerships are summarised in the following table:

Stakeholder	Role of Stakeholder	Engagement
JP Coordinator and PUNOs	<p>A JP Management Agency will be established within the UN system headed by a coordinator to lead implementation.</p> <p>UNICEF as the lead agency will be responsible for management oversight of this Management Agency.</p> <p>All PUNOs are accountable to the RCO for programme implementation and the delivery of activities and the achievement of results.</p>	Committed
National Partners	<p>Governments in the two countries and two territories are the principal national partner.</p> <p>In addition to the four lead ministries, the nations' gender infrastructure, social security boards, and second ministries in those locations where both outcomes are being implemented will also be national partners. Disaster risk response lead agencies and the central planning agencies are also key partners.</p> <p>The nature of the JP also means that TVET institutions, some civil society organisations, private sector representative institutions, and other agencies will also be involved.</p> <p>For rights-holders, specific provision has been made in the JP plans to ensure sound and substantive engagement in processes and influencing JP results delivery.</p>	Expressed interests through government lead agencies
Regional agencies	<p>OECS will be a key partner of the JP for youth engagement and production of evidence on shock responsive social protection</p> <p>CDEMA as the Caribbean disaster response agency under CARICOM, that will be part of the community of practice activities on shock responsive social protection, and the CDB</p>	<p>Committed</p> <p>Consultative</p>
Civil society	<p>A range of Civil Society Organisations (CSO) are anticipated to be involved in the JP. Some of these CSOs were identified during JP design, while other organisations would be identified as implementation begins.</p> <p>Relevant agencies would serve as directly contracted implementing partners, while others would serve as engaged stakeholders and advocates.</p> <p>For social protection policy frameworks, CSOs were actively engaged in their development (policies, M&amp;E frameworks, and social protection action plans) in</p>	

Stakeholder	Role of Stakeholder	Engagement
	<p>three countries/territories in this submission: Anguilla, BVI and St. Kitts and Nevis and will be involved in their implementation. Similar consultations will be carried out for the development of the social protection policy framework in Grenada</p> <p>For contributory social protection, employers and employees are the main stakeholders of social security schemes who ensure funding and benefit from the wide range of support provided by social security. They are also represented in ILO's Boards of Directors and as such participate in the design, operations, monitoring and evaluation of social security schemes. The involvement of workers and employers representatives in the JP is of paramount importance to ensure that their needs and positions are duly considered throughout implementation. Additionally, they will engage to generate consensus about the reforms proposed and implemented to expand social security coverage to the informal economy. Finally, they will benefit from the JP in terms of increased capacities to support the implementation of the JP and to become key partners for social security change and advocacy.</p> <p>Agencies already identified who will be vetted at start-up include the following:</p> <p><i>Anguilla</i>  Anguilla Teachers Union  Anguilla Hotel and Allied Workers Union  Anguilla Civil Service Association  Chamber of Commerce and Industry</p> <p><i>British Virgin Islands</i>  WFP engaged in consultations with BVI Red Cross and its civil society partners in 2018 and 2019, prior to the development of this JP, to develop a roadmap for continuous engagement in emergency preparedness and response through strengthened social protection systems and programmes. Once this JP begins WFP also plans to re-engaged the BVI Red Cross and other civil society organisations, such as the Family Network Support, which is a major actor in BVI for support vulnerable households, with a focus on domestic violence.</p> <p>Other organisations to be engaged include:  H. Lavity Stoutt Community College  Virgin Islands Workers Union  British Virgin Islands Teachers' Union</p> <p><i>Grenada</i>  Grenada Trade Union Council  Grenada Union of Teachers  Public Workers Union  Technical and Allied Workers Union  Grenada Chamber of Industry and Commerce  Grenada Employers Federation  Grenada Ladypreneurs Our Women Succeed  Grenada National Organisation of Women</p>	



Stakeholder	Role of Stakeholder	Engagement
	Grenada National Council of the Disabled Grenada Association of Professional Social Workers Grenada Red Cross Society  <i>St. Kitts and Nevis</i> St. Kitts Association of Disabled Persons Women with Disabilities Network St. Christopher's Children's Home St. Kitts National Men's Council, National Men's Council National Women's Council	

### The contribution of 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 lead agency -- the promotion of synergies and leveraging of Joint Programme results with other Joint Programmes, as well as a range of initiatives undertaken by the PUNOs and actions articulated in the upcoming 2022-2026 MSDCF.

The Joint Programme is implemented by four PUNOs (UNICEF as the lead working with ILO, UNESCO and WFP) who are jointly accountable for programme implementation and the achievement of results under their agreement, while ensuring a cohesive UN approach to maximize synergies and results, and building on comparative advantage.

The number of PUNOs is based on required expertise and capacity to deliver the interlinked outputs. The Lead Agency UNICEF, through its Resident Coordinator, with support of the Resident Coordinator's Office, is responsible for 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 JP.

ILO, UNESCO, UNICEF and WFP will be responsible for the implementation of activities and outputs. PUNOs unique contributions to the Joint Programme are summarised below.

**The International Labour Organization (ILO)** is devoted to promoting social justice and internationally recognised human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace. As the only tripartite UN agency, the ILO brings together governments, employers and workers representatives to set labour standards, develop policies and devise programmes promoting decent work for all women and men. The ILO's Decent Work agenda helps advance the economic and working conditions that give all workers, employers and governments a stake in lasting peace, prosperity and progress.

**UNESCO's** mission is to contribute to the building of a culture of peace, the eradication of poverty, and strengthening programming towards sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. UNESCO is the lead UN Agency for Technical and Vocational Education and Training (TVET), and its expertise in providing policy advice, capacity-building and conducting policy reviews is valued regionally. The UNESCO Strategy for Technical and Vocational Education and Training (2016-2021) supports the efforts of Member States to enhance the relevance of their TVET systems and to equip all youth and adults with the skills required for employment, decent work, entrepreneurship, and lifelong learning. UNESCO also contributes to the implementation of the 2030 Agenda for Sustainable Development.



**UNICEF's** work on social protection is rooted in its mandate based on the Convention on the Rights of the Child, guided by a rights-based approach that promotes social protection for all with a priority to include the most vulnerable children and their families. UNICEF's key results 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 is working with governments and key sub regional partners to enhance the engagement and empowerment of children and youth. This is being achieved on a number of fronts, including through Generation Unlimited, the global partnership aimed at skilling youth and connecting them to opportunities for employment, entrepreneurship and social impact.

Additionally, 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 relief.

**WFP** Caribbean focuses on emergency preparedness and strengthening social protection systems so that they are better prepared to support vulnerable people impacted by disasters and shocks. This comes with extensive experience in supporting social protection programmes and disaster risk management policies that allow for more innovative social protection delivery systems and sustainable livelihoods programmes that are scalable and replicable. Additionally, WFP is experienced in strengthening institutional processes based on lessons learned in the region and best practices to allow for better vulnerability and gender analysis, and strengthening data collection tools and systems to allow them to be used in an integrated, cross-sectional manner.

### 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 governments and development partners, 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 reallocation of funding in case needed.

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.). In partnership with PUNOs, the RCO will facilitate joint engagements for resource mobilization and provide guidance if necessary to improve overall programme coordination.

**UNICEF as Lead PUNO** will ensure the Joint Programme's technical coherence and will be accountable to the UN Resident Coordinator for reporting on programme progress and appropriate political and institutional matters. The lead PUNO will also work collaboratively with all PUNOs (ILO, UNESCO, WFP) 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. The lead PUNO will be responsible for the programme's overall monitoring and reporting mechanisms and 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, 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 throughout the Joint Programme implementation.

At an operational level, a **Joint Programme Coordinator** will be appointed for the two-year JP who will be responsible for coordinating and reporting for the JP, with the PUNOs providing technical inputs and progress reports. The Project Coordinator, supported by the **Coordination Unit (CU)**, will be responsible for overall implementation of the Joint Programme including the submission of annual reports, budget plans and reviews and reallocation of funding in case needed to the RC, and the RC will be responsible for onward submission of final products. Consultant support will be provided to the Coordination Unit for monitoring, evaluation and communications.

The Coordination Unit will be led by UNICEF as the Lead PUNO. The RC, supported by the RCO Focal Point, will also have oversight of the Coordination Unit to ensure it provides support to all PUNOs in the implementation of the Joint Programme's components. The CU will provide support to all countries, which may imply travel, online support and or coordination with UN staff based in target countries (including the RCO Country Coordination officers) to follow up on JP activities.

Considering that this Joint Programme has a multi-country approach, the governance structures determined are the following: The Multi-country Steering Committee (MCSC) 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 (CCC) will be focused on a country-

based approach of the Joint Programme. The Joint Programme Coordinator is pivotal to ensure coordination between both mechanisms. The JP Coordinator will be the technical secretariat for the MCSC and the CCC, and will support the Resident Coordinator and Lead PUNO, respectively, in preparation for the meetings and follow-up required subsequent to the meetings.

1. **A Multi-country Steering Committee (MCSC):** will be co-chaired by the UN Resident Coordinator with the Ministers of designated Ministries in each country (or an alternate if required). Representatives of all PUNOs will participate in the MCSC to report on progress and address any other Joint Programme issues. The MCSC will convene twice per year to provide strategic direction to the Joint Programme and evaluate its progress in line with the expected results. The Joint Programme's annual reports will be endorsed virtually by the MCSC, prior to approval and submission by the RCO. Based on the agenda, development partners could also be invited to participate as observers in the MCSC.
2. **Country Coordination 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 convened on a quarterly basis or as needed. The CCC will also comprise the UN Country Coordination Officers for Grenada and Saint Kitts and Nevis, key national implementing partners, and other stakeholders will be invited to observe as appropriate. The composition of the CCC will vary by country based on the JP focus in each.
3. The Resident Coordinator will convene, as required, a Joint Programme review with the lead agency and Heads of PUNOs to review progress and inform adjustments as needed in exercise of the RC's oversight and accountability to the SDG Fund for results from the JPs.

### 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;
- *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.

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 JP's annual reports will be endorsed by PUNOs prior to approval and submission 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. The joint programme will adequately 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*<sup>21</sup> *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 programme will be subject to a joint final independent evaluation with an established arrangement for managing the joint evaluation. The final evaluation will be managed jointly by the PUNOs as per established process for independent evaluations, including 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 the PUNOs to ensure the requirements of those policies are met; and 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 governments, donors, academic institutions and stakeholders of civil society (including workers' and employers' organizations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs and through the UNEG database.

The PUNO organising the evaluation on behalf of the Resident Coordinator across the Joint Programmes in the Eastern Caribbean will be responsible for the procurement of the consultant and for managing the consultancy contract based on agreed milestones approved by the Resident Coordinator and the joint evaluation steering group.

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<sup>21</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015



### **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 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**

Agency name: UNESCO

Agreement title: Basic texts: 2012 edition; including texts and amendments adopted by the General Conference at its 36th session, Paris, 2011

Agreement date: Grenada is UNESCO Member since 23.04.1981

Agency name: WFP

Agreement title: Basic Agreement covering St Christopher, Nevis and Anguilla

Agreement date: 3 April 1979

Agency name: WFP

Agreement title: Basic Agreement with the Government of Grenada

Agreement date: 7 April 1988

Agency name: UNICEF

Agreement title: Basic Cooperation Agreement, St Kitts and Nevis

date: 22 April 2003

Agency name: UNICEF

Agreement title: Basic Cooperation Agreement, Grenada  
date: 15 July 2002

Agency name: ILO

Grenada is ILO Member since 09.07.1979

Saint Kitts and Nevis is ILO Member since 19.05.1996

Anguilla and the British Virgin Islands are part of the United Kingdom of Great Britain and Northern Ireland, which is ILO Member since 28.06.1919

## D. ANNEXES

**Annex 1. List of related initiatives**

Name of initiative/project	Key expected results	Links to the joint programme	Lead organisation	Other partners	Budget and funding source	Contract person
Vybzing Regional Youth Outreach Programme	Empowering Caribbean youth to be change agents	Focus on youth entrepreneurship and leadership	Caribbean Development Bank	Governments of the Caribbean	Caribbean Development Bank	Yvette Lemonias Seale, sealey@caribank.org
CARICOM Youth Ambassadors	Empowering Caribbean youth to be leaders and integrating youth voice into policy	Focus on youth empowerment	CARICOM	OECS, Governments of the Caribbean	CARICOM	communications@caricom.org
Youth Business Caribbean	Enabling Caribbean youth to be entrepreneurs	Focus on youth entrepreneurship	Barbados Youth Business Trust	Dominica Youth Business Trust, Jamaica Youth Business Trust, St Lucia Youth Business Trust, The Youth Business Trinidad and Tobago	USAID, IDB, EU, CDB	
UNESCO-UNEVOC Caribbean Leadership Development Programme (include Grenada)	Capacity strengthening of Regional TVET leaders	Focused on TVET leadership development and institutional strengthening	UNESCO-UNEVOC	St. Lucia National Commission for UNESCO Ministry of Education St. Lucia	UNESCO-UNEVOC	Latoya Swaby-Anderson at l.swaby-anderson@unesco.org
UNESCO Blackboard Blended Learning and Online Strategies Initiative for the Caribbean (Include Grenada)	Capacity strengthening of 10,000 Caribbean teachers in blended and online learning strategies	Focused on MoE institution strengthening by teacher capacity development	UNESCO	National Commissions, Ministries of Education	GIZ FUND	Latoya Swaby-Anderson at l.swaby-anderson@unesco.org

Name of initiative/project	Key expected results	Links to the joint programme	Lead organisation	Other partners	Budget and funding source	Contract person
SDG Programme		Adaptive social protection	UNICEF/WFP	UN Women, UNDP, ILO	SDG Fund Secretariat	Lilia Ramjeawan lramjeawan@unicef.org
UN COVID-19 MPTF Social protection and employability promotion to mitigate the socio-economic impacts of COVID-19 – includes the BVI	Scale-up governments' unconditional cash-based assistance to those particularly suffering from the socio-economic impacts of COVID-19  Develop an online Employability Training Programme  Strengthening quality and focus of TVET delivery	Focus on shock responsiveness	ILO/WFP/UNICEF		UN COVID-19 Multi partner trust fund	
TVET Enhancement Project		Focused on TVET leadership development and institutional strengthening	CDB	CARICOM	CDB	Director of Policy, Planning and Project, MoHSD Azilliaclarke@go.vkn.com



## 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	
	2022	2023
1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale <sup>22</sup>	0	1

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

Indicators	Targets	
	2022	2023
3.1: # of innovative solutions that were tested <sup>23</sup> (disaggregated by % successful-unsuccesful)	2	2
3.3: # and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened	1 (25%)	2 (50%)

#### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>24</sup>
- 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 and the principle of "Leaving No One Behind".
- Joint programme featured gender results at the outcome level.
- Joint programme undertook or draw 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.

<sup>22</sup> Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

<sup>23</sup> Each Joint programme in the Implementation phase will test at least 2 approaches.

<sup>24</sup> Annual survey will provide qualitative information towards this indicator.

## 2.2. Joint Programme Results Framework

This Results Framework includes outcomes, outcome indicators, outputs, and output indicators. As part of developing the Monitoring, Evaluation, Learning and Knowledge Management Framework, the Results Framework will be reviewed in full and updated. Under output indicators, at start-up relevant activity-level indicators will also be developed. These will be numerical in orientation, and will aggregate to inform the relevant outputs. These will be further aggregated for consideration in terms of results at outcome level.

Result / Indicators	Baseline	2022 Target	2023 Target	Means of Verification	Responsible partner
Outcome 1: Improved social protection sector performance and reach to help reduce household vulnerability to climate and economic-related risks and crises					
Outcome Indicator 1.1: Level of improvement in coherence and efficiency in SRSP delivery better meeting the needs of females and males	0 (existing level of coherence rated at start-up)	0 (process of improvement to show effects in Year 2)	1 (gender-sensitive rating of system coherence and efficiency for each nation)	JP reporting Outcome harvesting E-surveys On-site engagement of rights holders Engagement of duty-bearers Evaluation	JP Coordinator and relevant PUNOs by nation
Outcome Indicator 1.2: Level of improvement in social security capacity to reach female and male informal sector workers	0 (additional social security reach)	0 (process of improvement to show effects in Year 2)	1 (gender-sensitive rating of system performance for each nation)	Social security records Outcome harvesting E-surveys of target group Evaluation	JP Coordinator and relevant PUNOs by nation
Outcome Indicator 1.3: Number of evidence-based, inclusive, gender-sensitive and context-relevant advocacy used to improve results of shock responsive social protection delivery	0	5 KPs reach intended targets by female and male as appropriate	10 KPs reach intended targets by female and male as appropriate	JP reporting Evaluation	JP Coordinator and relevant PUNOs by nation
Output 1.1: Institutional capacities and mechanisms for social assistance, including in response to shocks, are improved					
Indicator 1.1.1: Level of improvement in functioning of digitized management information system for flagship social assistance	0 (current system)	0 (process of improvements to show effects in Year 2)	1 (rating of system coherence and efficiency for each nation)	JP reporting Review of data management Specification for digitized system	JP Coordinator and relevant PUNOs by nation

Result / Indicators	Baseline	2022 Target	2023 Target	Means of Verification	Responsible partner
programme that includes gender and vulnerability disaggregated data that provides accurate data and analysis for rapid SRSP delivery	Absent – paper based system	Weak – specs developed for improved system	Moderate – MIS developed		
Indicator 1.1.2: Number of target households the improved system reaches (disaggregation by female and male headed households and by gender of recipient as appropriate)	0	0 (system being established and tested)	TBD (% of social assistance target group reached) (in first quarter 2022)	JP reporting	JP Coordinator M&E Officers PUNOs by delivery area
Output 1.2: Strengthened social protection floor delivery is strengthened through increased linkages between Social Protection Floor components and improved accountability					
Indicator 1.2.1: Extent of improvements in linkages within the social protection programmes and with services that are relevant for the most vulnerable in two nations	1 in 3 in a 3-point scale (current system)  Rating 2: Weak: some ad hoc linkages between different programmes and some information sharing	1 in 3 in a 3-point scale (rating of system effectiveness linking social protection floor delivery across vulnerability and gender) (process of improvements to show effects in Year 2)	2 in 3 in a 3-point scale (rating of system effectiveness linking social protection floor delivery across vulnerability and gender) Moderate: Some coordinated information/linkages (e.g.in legislation, policy, plans, in programmes)	JP reporting Assessment	JP Coordinator and relevant PUNOs by nation
Indicator 1.2.2: Number of rights-holder engagement mechanisms used to better engage females and males and includes vulnerable populations	0	TBD (in first quarter 2022)	TBD (in first quarter 2022)	JP reporting	JP Coordinator and relevant PUNOs by nation
Output 1.3: Informal sector workers are reached with a package of incentives aimed at encouraging their access to social security					
Indicator 1.3.1: Number of packages delivered to females and males	0	TBD (in first quarter 2022)	TBD (in first quarter 2022)	JP reporting	JP Coordinator M&E Officers PUNOs by delivery area

Result / Indicators	Baseline	2022 Target	2023 Target	Means of Verification	Responsible partner
Indicator 1.3.2: Number of informal units that have been exposed to packages of incentives	0	250	100	JP reporting	JP Coordinator M&E Officers PUNOs by delivery area
Outcome 2: Youth empowerment enables effective labour market entry					
Outcome Indicator 2.1: Extent of improvements in linkages between labour marketing programming and the needs of young women and men	0 (current system)	0 (process of improvements to show effects in Year 2)	1 (rating of system coherence and efficiency for Grenada and OECS)	JP reporting Evaluation	JP Coordinator M&E Officers and UNESCO (Grenada)
Outcome Indicator 2.2: Means are put into place to better enable women for entry into technical trades	0 (current system)	0 (process of improvements to show effects in Year 2)	1 (rating of system coherence and efficiency for each nation)	JP reporting Evaluation	JP Coordinator M&E Officers, OECS and UNESCO (Grenada)
Outcome Indicator 2.3: Reach of knowledge products to intended audiences that are developed through the JP with gender and vulnerability serving as key considerations	0	2 KPs reach intended targets	5 KPs reach intended targets	JP reporting Evaluation	JP Coordinator M&E Officers and UNESCO (Grenada)
Output 2.1: Technical and vocational education and training service providers are better equipped to provide services relevant to a just transition to young people from disadvantaged backgrounds					
Indicator 2.1.1: Extent of improvements in TVET curriculum and learning resources in Grenada to be relevant to both females and males and the vulnerable	0	1	n/a	JP reporting	JP Coordinator M&E Officers and UNESCO (Grenada)
Indicator 2.1.2: Number of TVET educators and youth leaders with strengthened capacity to effectively deliver gender-responsive training and mentorship in the areas of coding, website development, digital marketing and graphic	0	150	0	JP reporting	JP Coordinator M&E Officers and UNESCO (Grenada)



Result / Indicators	Baseline	2022 Target	2023 Target	Means of Verification	Responsible partner
design by providing virtual workshops, or online courses.					
Output 2.2: Young people are reached with appropriate entrepreneurial training					
Indicator 2.2.1: Number of post-secondary females and males and vulnerable youth with entrepreneurial training	0	300	300	JP reporting	JP Coordinator M&E Officers and UNESCO (Grenada)
Indicator 2.2.2: Number of target group males and females trained in soft skills	0	300	300	JP reporting	JP Coordinator M&E Officers and UNESCO (Grenada)

### 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	<b>3</b>	Existing data, such of which will be updated in the next year as poverty assessment data become available for the region, show concentrations of poverty among households with high dependency ratios and female-headed households. Gendered norms around career options have concentrated women in lower paying jobs and the informal sector, while men are under-represented in social protection services, hampering access to these services by groups of males in need of support (inc. men estranged from their families, men with drug and alcohol abuse problems). Gender-based violence is not well evidenced but is felt to be a significant problem throughout the region, and social protection service delivery to those abused is extremely constrained. Evidence on gender progress is lacking throughout the region, with insufficient frequency in reporting and gaps across multiple indicators.	<p>Data from recent poverty assessments will provide significant evidence on progress/regress since the last set of assessments 12-15 years ago.</p> <p>Each nation in this JP is in the process of developing updated SP policies and action plans (Anguilla 2018, BVI and SKN 2021, Grenada 2022). Action plans of the three to date include considered attention to collecting gender-disaggregated data and data that informs the situation of vulnerable persons.</p> <p>Reporting against CDC, CEDAW, and other conventions reflects a lack of data on effects of actions on rights-holders, but available information does consider progress in the policy and legal environments.</p> <p>Labour force surveys are in place or planned across the four nations for the JP period, offering substantial insights.</p> <p>With poverty, policy-related, and labour force survey data coming in the JP implementation period, the rating of '2' has been adjusted to '3'.</p>
1.2	Gender Equality mainstreamed in proposed outputs	<b>2</b>	The Results Framework reflects specific measures of females and males and female-headed and male-headed households. Targeting includes attention to deficits in past situations that aim to have positive gendered impacts. For example, labour market programming is devoting specific attention to women considering career choices and women in informal sector businesses and how to enable them to expand their roles in the formal labour market. Social protection policy support in the JP and in UN support more broadly include overcoming underlying factors that hamper women's role in the labour market,	<p>JP specifically mainstreams male/female and FHH/MHH measures (depending on objective), or includes 'downstream' attention in support for the SP policies and action plans in each of the four nations. SDG 5 is covered under both outcomes, and each output is measured against progress in this regard.</p> <p>Also measured against vulnerabilities, which have gender dimension.</p>

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
			<p>including day care, elderly care, home responsibilities, and legal reform around protection from discrimination against women due to pregnancy and child care.</p> <p>Cross-cutting issues around vulnerability, in particular with regard to disability and the differential impacts on women and men, are considered as part of reach and measurement.</p>	
1.3	Programme output indicators measure changes on gender equality	<b>3</b>	<p>Reporting against each indicator, as elaborated in a separate annex on monitoring and reporting, shows how gender is measured directly or through how the JP supports strengthened gender programming through policy implementation support.</p> <p>In total, 14 out of 14 output indicators measure gender issues, with some also measuring gender of household head. This includes intended 'downstream' impacts on gender equality.</p>	Measures in Results Framework.
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>2</b>	<p>The PUNOs have established working relationships with the gender infrastructure in the four nations, having engaged with them in the past.</p> <p>In the first quarter of the JP, the JP team will update the mapping of the gender infrastructure and identify the broad range of actors. Thereafter, the JP team will systematically engage with the gender infrastructure in each of the four nations in a manner specifically relevant to the nature of the interventions in each. This will yield a participatory workplan of how this engagement will proceed throughout the programme.</p>	<p>Consultative listing, as noted, constrained due to the short timeline for JP ProDoc development and many officers being on leave in August.</p> <p>Partner listing, governance description. To be measured in reporting for the JP.</p>
2.2	PUNO collaborate and engages	<b>2</b>	The PUNOs have established working relationships with the gender infrastructure in the four nations,	Stakeholder engagement listing.



Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
	with women's/gender equality CSOs		<p>having engaged with them in the past. This includes non-state actors, including activist organisations at local level.</p> <p>In the first quarter of the JP, the JP team will update the mapping of the gender infrastructure and identify the broad range of actors. Thereafter, the JP team will systematically engage with the gender infrastructure in each of the four nations in a manner specifically relevant to the nature of the interventions in each. This will yield a participatory workplan of how this engagement will proceed throughout the programme.</p>	
3.1	Program proposes a gender-responsive budget	<b>1</b>	SDGs 4.3 and 5.1 focus on gender-responsiveness, and are the basis for the ranking here (representing 15% of total contributions). Gender has been mainstreamed throughout all deliverables, but is not considered under this measurement.	
<b>Total scoring</b>		<b>13</b>		

## Annex 5. Budget and Work Plan

### 5.1 Budget per UNSDG categories

The overall cost of the programme is USD \$ 2,918,600 of which USD \$ 2,168,600 corresponds to the allocation from the SDG Fund and USD \$ 750,000 from PUNO's contribution. 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 Anguilla, the British Virgin Islands, Grenada, St Kitts and Nevis and with the OECS. 52.3 % of the budget corresponds to year 1 (U\$ 1,134,017) and 47.7 % of the budget corresponds to year 2 (U\$ 1,034,582). UNICEF as leading agency is receiving the funds for the programme management of the joint programme, costs that have also been included here.

UNDG BUDGET CATEGORIES	PUNO 1 - UNICEF		PUNO 2 - ILO		PUNO 3- UNESCO		PUNO 4- WFP		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)
1. Staff and other personnel	185,000		55,000		50,000		49,302		339,302	
2. Supplies, Commodities, Materials			0		40,000		17,150		57,150	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		5,000		5,569		10,569	
4. Contractual services	395,000		300,000		85,000		189,921		969,921	
5. Travel	85,000		25,000		15,000		64,789		189,789	
6. Transfers and Grants to Counterparts	260,729		106,000		0		50,000		416,729	
7. General Operating and other Direct Costs			0		5,000		38,268		43,268	
<b>Total Direct Costs</b>	<b>925,729</b>		<b>486,000</b>		<b>200,000</b>		<b>414,999</b>		<b>2,026,728</b>	
8. Indirect Support Costs (Max. 7%)	64,801		34,020		14,000		29,050		141,871	
<b>TOTAL Costs</b>	<b>990,530</b>	-	<b>520,020</b>	<b>135,000</b>	<b>214,000</b>	<b>108,000</b>	<b>444,049</b>	<b>150,000</b>	<b>2,168,599</b>	<b>393,000</b>
<b>1st year</b>	<b>560,887</b>		<b>298,333</b>		<b>102,309</b>		<b>122,771</b>		<b>1,084,300</b>	-
<b>2nd year</b>	<b>429,643</b>		<b>221,687</b>		<b>111,691</b>		<b>321,278</b>		<b>1,084,299</b>	-

### 5.2 Budget per SDG targets

The joint programme has identified its direct contribution and from a multidimensional approach to the following SDGs targets: 1.3, 4.3, 4.4, 5.1, 8.3 and 13.1 and indirectly to another set of targets. The table below considers the contribution to the following SDG from the SDG budget, not including contributions or JP management costs. It indicates that most of the budget contributes to SDG 1 (target 1.3) - 47%, and subsequently to SDG 13 (target 13.1) with 20 %, SDG 4 (targets 4.3 and 4.4) with 14 % for both and 8.3 (12%) and 5.1 (7%).

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		47%	814 665
4.3: Ensure equal access for all women and men to affordable and quality technical and vocational education		7%	116 667
4.4: Increase number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship		7%	116 667
5.1: End all forms of discrimination against all women and girls everywhere.		7%	116 969
8.3: Promote productive activities, decent job creation, entrepreneurship, creativity and innovation		12%	213 867
13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.		20%	347 896
TOTAL		100%	1 726 729

### **5.3 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 partners. Outcome 1 focuses on strengthening social protection systems, making them more integrated and shock responsive while outcome 2 focuses on youth empowerment, with linkages established between the 2, for example on giving access to training to existing social assistance beneficiaries. The work plan also includes an allocation for Communications, knowledge sharing and management and Monitoring and evaluation as well as the costs related to the core structure and functioning of the programme management of the joint programme, which represent 14.8% of the overall budget.



Outcome 1		Reduced household vulnerability to climate and economic-related risks and crises through improved social assistance sector performance and reach and an enhanced and expanded social security system											
Output	Annual Target/s	List of activities		Time frame								PLANNED BUDGET	
		2022	2023	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Joint SDG Fund (USD)	PUNO Co-fundations (USD)
Output 1.1 Institutional capacities and systems for shock-responsive social assistance delivery are improved resulting in improved service delivery during times of need	TBD			X	X							30,000	20,000
	TBD			X	X	X	X					100,000	60,000
	TBD			X	X	X	X					130,000	40,000
	TBD			X	X	X	X					90,000	25,000
	TBD			X	X	X	X					25,000	40,000
	TBD			X	X	X	X					50,000	20,000
	TBD			X	X	X	X					40,000	30,000
	TBD			X	X	X	X					30,000	19,500
	TBD			X	X							10,000	20,000
	TBD			X	X	X	X					30,000	15,000
												70,000	349,500
												1,069,500	

Total outcome 1

Outcome 2		Youth empowerment that enables effective labour market entry												PLANNED BUDGET				PUNO / s involved	Implementing partner/s involved
Output	Annual target/s	List of activities	Time frame								Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)					
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4									
Output 2.1 Technical and vocational education and training service providers are better equipped to provide services to young people from disadvantaged backgrounds	TBD	Strengthen TVET curriculum and learning resources (toolkits) to provide up-to-date and relevant content and teaching strategies for delivering instruction in coding, website development, digital marketing and graphic design. Strengthen capacity of TVET educators and youth leaders to effectively deliver training and mentorship in the areas of coding, website development, digital marketing and graphic design by providing virtual workshops, or online courses.	x											Budget will be used for consultant, stakeholder consultations, workshops, seminars/ presentations and travel	20,000	10,800	30,800	Ministry of Education, Grenada National Training Agency	
	TBD	Upskill and certify secondary/ post-secondary youth in the areas of digital technologies: coding, website development, digital marketing and graphic design, in order to increase literacy through the establishment of youth clubs in community clubs and TVET institutions.													Total output 2.1	50,000	27,000	77,000	
	TBD	Expansion of the OECS innovation hub to reach young people across the subregion													Budget will be used for youth consultations and engagement as well as grants to entrepreneurs	100,000	50,000	150,000	OECS and member states
Output 2.2 Young people are reached with appropriate entrepreneurial training that improves their ability to fill market needs	TBD	Provide soft skills training and mentorship including but not limited to financial literacy, effective communications and leadership to better equip secondary/post-secondary youth to access income generating opportunities as entrepreneurs or employees.												Budget will be used for consultant, stakeholder consultations, workshops, seminars/ presentations and travel	30,000	16,200	46,200	Ministry of Education, Grenada National Training Agency	
	TBD	Dissemination of employment skilling modules through the U-Report platform													Budget will be used for the development of the modules, promotion of the modules and the U-Report platform	50,000	25,000	75,000	OECS and all OECS member states
															Total output 2.2	300,000	156,000	456,000	
															Total outcome 2	350,000	189,000		

Total JP programme management (including indirect costs 7%)														
1,847,000														
43%														
Joint programme management	List of activities	Time frame								PLANNED BUDGET			PUNO / s involved	Implementing partner/s involved
		Overall budget description								PUNO Contributions (USD)	Total Cost (USD)			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4					
Programme management		x	x	x	x	x	x	x	x	Project Coordinator, Israel	140,000	0	UNICEF	
Communication plan & knowledge and sharing				x	x	x	x	x	x	Launch, presentation of knowledge products, digital products, part time support	60,000	5,000	UNICEF	
Monitoring and evaluation		x	x	x	x	x	x	x	x	Valid monitoring, part time M&E support evaluation (pending final decision amount could be increased)	100,000	10,000	UNICEF	RCD
Total JP programme management (including indirect costs 7%)													322,000	15,000





## Annex 6. Risk Management Plan

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insig. - 1	Mitigating measures	Responsible Org./Person
<b>Contextual risks</b>					
Natural and Other Disasters	Very High	5	5	Supporting effective disaster risk response planning Assistance in building shock-responsive SP systems Support for Covid-19 mitigatory actions, including existing UN programming in countries around the region Should a major disaster strike during implementation, the JP would shift to providing practice support for the response for SRSP	JP Coordinator WFP programme team for BVI UNICEF programme team for Ang, BVI, GRE, SKN
Climate Change Impacts	Very High	4 (short-term)	5 (short-term)	Systems strengthening focus in social assistance as part of SRSP, where expanded delivery has been problematic Expanded access to contributory social protection programming to strengthen household resilience, targeting households whose incomes are dependent on informal sector income/small scale self-employment Youth labour market programming anticipating long-term impacts of climate change on the nature of employment	JP Coordinator WFP programme team for BVI UNICEF programme team for Ang, BVI, GRE, SKN
<b>Programmatic risks</b>					
Rushed execution and competing priorities among government and non-state actors	Medium	2	1	Two year programme cycle means that the JP team will need to deal with rapid execution in an environment where Covid-19 has already diverted attention and undermined implementation capacity. Mitigation through effective alignment of JP activities into country priorities, with SP policy alignment especially critical for social assistance, social security, labour markets and SRSP. Also mitigated through careful attention to the engagement of rights-holders and duty-bearers, but sharing knowledge products, and by across-agency collaboration	JP Coordinator WFP programme team for BVI UNICEF programme team for Ang, BVI, GRE, SKN UNESCO team for Grenada ILO team for Ang, BVI, Gre
Poor Documentation of Results and Learning	Low	1	1	The JP is specifically focusing attention on learning and knowledge management	JP Coordinator Agency lead officials
Not Achieving Programme Targets	Low	2	2	Related to competing priority issues noted above, as well as stressed in-country resources, and considering the two-year JP timeline, some numerical targets may not be	JP Coordinator Agency lead officials

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insig. - 1	Mitigating measures	Responsible Org./Person
				met. However, given the JP focus on building systems and focusing on sustainability, and given that targets have been adjusted based on the lower financial envelope, this risk is considered low	
<b>Institutional risks</b>					
Weak Relationships with Stakeholders	Low	1	1	Strong existing working relationships between the agencies and the governments as well as civil society actors. Good reputation of the UN system in the Caribbean. Strong working relationship with the OECS. These are expected to mitigate this institutional risk. Will also be mitigated by the four JPs working closely together to ensure co-learning across the region, incentivising stakeholder involvement	JP Coordinator Agency lead officials Communications Officer
Inability to Establish Working Relationships with Rights-Holders and Advocates	Low	2	2	Narrow range of activist organisations in the four nations, often single person initiatives. A wide range of informal, non-registered activists as well. Mitigation through mapping of relevant actors, building on existing relationships, and working from there. For rights-holders, direct engagement including 'cascade engagement' mechanisms will effectively mitigate risk	JP Coordinator Communications Officer Learning and Knowledge Management Officer M&E Officers
<b>Fiduciary risks</b>					
Low Cost-Effectiveness in Approach	Low	2	2	Two-year timeline for JP makes it difficult to deliver in short timelines in a meaningful manner. Mitigated through working with the other JPs, and through the established working relationships with the four government and civil society actors	JP Coordinator M&E Officers
Misuse of Resources	Low	2	2	This will be mitigated by careful attention to budgeting and financial risks in the four countries, the application of UN operating guidelines, and contracting a Risk Management Officer across the four JPs	JP Coordinator Risk Management Officer

