

Joint SDG Fund  
PORTFOLIO ON INTEGRATED SOCIAL PROTECTION AND LNOB

## Joint Programme 2020 Annual Progress Report

### Cover page

**Country:** Barbados, Saint Lucia and the Organization for Eastern Caribbean States (OECS)  
**Joint Programme title:** Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean: Universal adaptive social protection modeled at the community, national and sub regional levels  
**Short title:** Universal adaptive social protection in the Eastern Caribbean

**Start date** (month/year): **Jan 2020**  
**End date** (month/year): **Jan 2022**

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**Budget** (Joint SDG Fund contribution): **USD 3,000,000**  
**Overall budget** (with co-funding): **USD 4,804,402**  
Annual Financial Delivery Rate (= Total JP expenditures / transferred funds x 100%): 44%  
Rate of Committed Funding (= Total JP commitments / transferred funds x 100%): 72%

#### **Short description of the Joint Programme** (max 1 paragraph):

This Joint Programme contributes to the development of an adaptive and progressively universal social protection system in Barbados and Saint Lucia and provides further social protection support through the Organization of Eastern Caribbean States (OECS) to its Member States. It supports legislative and policy development for integrated social protection delivery, based on evidence, programme design and service implementation with a focus on gender-responsiveness and preparedness/response to shocks. The Joint Programme takes an innovative approach to modelling and piloting at community, national and sub-regional levels, which will complement national plans and leverage resources from international financial institutions.

## Executive summary

The Joint Programme in the Eastern Caribbean has been successful in maintaining and delivering on key results consistent with the overall objectives and Theory of Change as articulated in the programme document, while effectively responding to the changing needs and priorities of supported populations, partner governments/organizations and donors in response to the COVID-19 pandemic. The overall implementation rate at the end of Year 1 was 72%, including actual amounts expended (44%) and commitments based on ongoing contracts (such as programme personnel and other contractual obligations).

In Barbados, UN agencies have increased the capacity of the key social protection Ministry by providing additional personnel and delivering social protection training to key staff across ministries. A key achievement was the establishment of a coordination mechanism to support the implementation of a system-wide social protection assessment that will result in specific recommendations to reform the country's social protection system, including making it gender-responsive and establishing links to disaster risk management.

In Saint Lucia, the government and UN agencies have been working closely on the country's social protection response to COVID-19, supported by strategic reallocations of Joint Programme funds. The Joint Programme facilitated an evidence-based response through data collection support to address gaps in key social assistance programmes and co-financing the temporary expansion of national Public Assistance Programme with a 50% increase to children in foster care and children with disabilities, and a 100% increase to persons living with HIV/AIDS. The Joint Programme also supported the transition to a permanent expansion of coverage by 38% of the Public Assistance Programme. Simultaneously, the country's overall social protection reform moved forward with support to the legislative review - hand in hand with the ongoing social protection policy review (supported by the World Bank) - and informing future policy options through a microsimulation of poverty (increasing) impacts of COVID-19 and poverty (reducing) effects of different social transfers. Linkages between social protection and disaster risk management stakeholders were strengthened through a consultative road mapping exercise.

Working jointly with the Organization of Eastern Caribbean States (OECS), a coherent regional social protection approach is being strengthened through the development of an OECS Social Protection Strategy to provide guidance to Member States.

## A. Annual Progress

### A.1 The overall approach

#### *Broader context and JP change*

The COVID-19 pandemic resulted in major social and economic dislocation throughout the Caribbean. In **Barbados and Saint Lucia**, as across the region, governments adopted a range of measures including the temporary expansion of key social protection programmes and creation of new programmes to support the most vulnerable. To support Governments' efforts in responding to the pandemic, while at the same time strengthening their systems through the continued implementation of the Joint Programme (JP), focus was placed on actioning the Theory of Change underpinning the JP to increase people's access to social protection that is adaptive and increasingly universal. In **Saint Lucia**, the Joint Programme supported the government's response to the impacts of COVID-19 by financially and technically assisting with the expansion of social assistance, including the flagship Public Assistance Programme (which will trigger a permanent expansion), the Child Disability Grant, children in foster care and persons living with HIV/AIDS. This real-time support will facilitate and link to efforts to increase access to social protection and prepare social protection systems to respond to shocks in the future. In **Barbados and Saint Lucia**, evidence generation was shifted to COVID-19 socio-economic assessments, looking at the impact food security and livelihoods and on women and children in particular, to provide valuable guidance to policymakers in increasing the adaptability and coverage of social protection systems. These interventions will contribute to the goal of reducing structural inequality, reducing poverty and building resilience in the target countries.

#### *Ensuring that JP remains strategic and catalytic*

#### **JP contribution to UNDAF**

The Joint Programme (JP) was developed in accordance with the UN Multi-Country Sustainable Development Framework for the Eastern Caribbean which established four (4) priority areas for development of the sub-

region: (1) An Inclusive, Equitable and Prosperous Caribbean; (2) A Safe, Cohesive, and Just Caribbean; (3) A Healthy Caribbean; (4) A Sustainable and Resilient Caribbean.

This year, the JP achieved results in supporting an inclusive, equitable and prosperous Caribbean through an increase in cash and in-kind assistance to individuals, including vulnerable women, children in foster care or with disabilities and persons living with HIV/AIDS to address the impacts of the COVID-19 in **Saint Lucia**, and strengthening the country's capacity to make evidence-based policy recommendations to strengthen the social protection system and make it more adaptive in the face of shocks. Enhanced coordination with the World Bank and the Government have also set the groundwork for joint collaboration for the permanent expansion of the PAP. In **Barbados**, the country's capacity was strengthened to undertake an assessment of the country's social protection system.

### ***Adapting JP to COVID-19***

In supporting countries' response to COVID-19, the Joint Programme (JP) reallocated approximately 18% of its budget. Using the Theory of Change which underpins the JP, the work plan was adjusted to close data gaps (e.g. household composition) and support data collection and analysis to facilitate disbursement of cash and in-kind support through national programmes. Secondly, activities were adjusted, and funds repurposed to support temporary vertical and facilitate a permanent horizontal expansion of national social assistance to people in poverty, children with disabilities/in foster care and persons living with HIV/AIDS. This was reinforced by bringing forward the more tangible shock-response activities (e.g. pilot on the expansion of the Public Assistance Programme/PAP in Saint Lucia) as well as the design of innovative response options (e.g. the microsimulation model and PAP pilot to support women). At the wider OECS level, the decision was taken not to amend the work plan in view of the fact that the OECS' Social Protection and Social Inclusion Strategy includes a shock-responsive lens at the regional level.

### ***Progress/Status of JP Adaptations***

The repurposed activities fall under two broad categories: (1) (temporary) expansion of social protection and (2) analyses and tools. Under category 1, the data collection exercise and 50% top-ups for vulnerable children over three months were completed in August and September respectively. As of December, persons living with HIV/AIDS received six months of a 100% increase in transfer values. The recertification process of the Public Assistance Programme in Saint Lucia, which was conducted by the Ministry of Equity, was completed in November 2020. 650 households out of the targeted 1000 have been enrolled, with the remaining number expected to follow in early 2021. This will be a key requirement for the permanent expansion of the programme to these newly enrolled beneficiaries through the World Bank supported Human Capital Resilience Project. Under category 2, a microsimulation model of the COVID-19 poverty impacts and those of different transfer options was completed in December and followed by a user guide and a capacity building session on the model's interactive dashboard. A study on the impact of COVID-19 on women on the frontlines and essential workers was completed in December. While the skills component of the pilot focusing on women beneficiaries of the Public Assistance Programme in Saint Lucia was delayed as a result of COVID-19 restrictions, the first component – Productivity Enhancement Training, has been completed. Implementation of the planned components is scheduled for Q1 barring further COVID-19 restrictions. The socio-economic assessment on the impact of COVID-19 in Barbados will be completed in January while the assessment for Saint Lucia was postponed at the request of the government of Saint Lucia and due to the contracted consultant no longer being available. The assessment will now be undertaken during Q1 of 2021. The proposed support to the National Insurance Scheme (NIS) of Barbados did not proceed according to plan as a result of non-response by the NIS. Following initial discussions with Barbados to repurpose, the NIS has since indicated a desire to proceed with the activity, and discussions are ongoing for commencement in Q1 of 2021.

### ***JP Realignments with New/changed Strategic Priorities***

In addition to strengthening partners' social protection systems and approaches, the JP interventions are also catalytic in that they support Governments in meeting the requirements set by other development partners. In Saint Lucia, for example, by providing support for the expansion of the Public Assistance Programme to an additional 1000 households, the JP is assisting the Government in meeting the minimum requirements set by the World Bank Human Capital Resilience Project to reach 3600 households receiving public assistance. This expansion in coverage will further trigger access to World Bank resources to facilitate longer-term expansion. Additionally, the study of the impact of COVID-19 on women frontline and essential workers has highlighted the need to maintain a focus on the socioeconomic and differential gender impacts of shocks. In Barbados, the CODI assessment process will inform and support the development of the social protection policy, a requirement by the European Union for (social protection) budget support over the coming years.

### **JP Alignment with UN's SERP**

The Joint Programme's contributions, in particular its reallocations mid-year, align with the UN COVID-19 Multi-Sectoral Response Plan for the Eastern Caribbean, which aims to support countries in scaling-up their respective national actions to respond to COVID-19 through a multi-dimensional approach. By promoting the protection and well-being of the most vulnerable groups and helping to minimize the socio-economic impact of the pandemic, countries can tackle the immediate challenges and build the conditions necessary for faster recovery post COVID-19. This support, complemented with further technical assistance, will continue in 2021, and will address key bottlenecks to the design, implementation, and evaluation of the initiatives.

## **A.2 Update on priority issues**

### *SDG acceleration*

The Joint Programme accelerated achievement of the three identified SDG targets based on its impact on reduced structural inequalities for poverty reduction and resilience building, responding to SDG targets 1.3, 5.1, 5.4 and 13.1 respectively. The increased adaptability of social protection to shocks were achieved through:

- The provision of top-ups for strengthened support to vulnerable groups in need to almost 500 vulnerable children (312 with disabilities, 184 in foster care) and 77 persons (20 males and 57 females) living with HIV/AIDS in Saint Lucia;
- Additional 650 households enrolled in the national Public Assistance Programme as part of a 1,000 household expansion, with 200 receiving transfers in December;
- Recommendations to assess the gender-responsiveness, comprehensiveness, and adaptability of the social protection system.
- Ongoing vulnerability analyses, targeting the integration of social protection and disaster risk management and other adaptive social protection initiatives including the response to COVID-19 pandemic and natural disasters.

### *Vulnerable groups*

- In Saint Lucia, the Joint Programme has supported cash top-ups to all children under the Child Disability Grant and children in foster care for a 3-month period (+50% in value) as well as beneficiaries living with HIV/AIDS for 6 months (100% increase). With Joint Programme support, an additional 200 new households (approx. 834 people) newly enrolled households in Saint Lucia's national Public Assistance Programme (PAP) started receiving support as part of an on-going expansion to 1,000 households. Once fully implemented, the support to the 1000 households will represent a 38% increase in the number of beneficiary households. Additionally, 25 women PAP beneficiaries have received productivity enhancement training to increase their employment prospects and training on gender equality and women's rights.
- It is anticipated that by the end of 2021, the Joint Programme will have contributed towards supporting over 3,600 (7% of) vulnerable households in poverty in Saint Lucia, including around 10,000 people, through the strengthening of social protection and the provision of assistance. While it is not yet clear how many persons will be reached in Barbados, the technical assistance being provided and assessments being undertaken will contribute to the reform and further expansion of the social protection system and improve identification, targeting and delivery of social protection services to the most vulnerable.

### *Gender marker*

- The Joint Programme (JP) addresses gender equality in three ways. Firstly, the Joint Programme seeks to accelerate SDG 5 as an outcome; secondly as a cross-cutting issue throughout the JP; and thirdly, through interventions specific to marginalised women that cannot be addressed through gender-mainstreaming. Over the past year, focus was placed on addressing gender disparities that exist in both the impact of the pandemic and its response, and to provide policy-makers with a series of recommendations that would support greater access for women, and improve governments' capacity to target households in poverty and ensure female headed households are aware of, and enrolled in national social protection programmes thus addressing the gender gap in coverage of social protection.
- Indicator 1: The evidence-base to recognize and value unpaid care and domestic work through the gender analysis of the 2016 Barbados Survey of Living Conditions has revealed the need for a fairer distribution of unpaid care work and reduction in the gendered impact this has on women's and men's risk of poverty. The Study on the impact of COVID-19 on Saint Lucian women frontline and essential workers has confirmed

that the care needs of these workers have not been effectively addressed in the national response to the pandemic. A pilot with women beneficiaries of the Public Assistance Programme in Saint Lucia was initiated to link several services including childcare services. The collection of multi-dimensional, sex and age-disaggregated data for the purpose of analysis vulnerability and improving beneficiary targeting for Saint Lucia’s larger social protection programme was also increased.

- Indicator 2: With regard to collaboration, PUNOs regularly interacted with government experts on gender through the two Country Coordinating Committees for the Joint Programme. Additionally, the CODI assessment in Barbados has included and continues to engage representatives of both gender-related government departments and civil society organisations.

### Human rights

The Joint Programme ensured that ongoing and planned social protection initiatives addressed the rights of marginalized groups, and respond to the recommendations relating to inclusive data collection, poverty reduction and social protection specifically (including in the latest UPRs, see also UPR 2020 for Saint Lucia):

- An Economic Recovery Plan (ERP) by the Government of Saint Lucia, devised to stimulate the economy through the protection of livelihoods, focused on the social wellbeing of the population and sought to expand the PAP by 1000 households (2600 to 3600);
- Including the reform of the country’s Public Assistance Programme (Cash Transfer Programme); and
- The provision of an increase in the value of cash transfers to beneficiaries with specific vulnerabilities, such as children in foster care, with disabilities and persons living with HIV/Aids.

### Partnerships

- Forging closer links with the IFIs that are also working on social protection initiatives in the countries including the World Bank, the Caribbean Development Bank, the Inter-American Development Bank and EU Commission. PUNOs have regular interaction with these IFIs to leverage and more coherently implement social protection initiatives. The support by the JP to the expansion of the PAP in Saint Lucia will transition into a permanent expansion supported by World Bank financing.
- Multi-partner effort to support and scale-up activities, for example, funding from India-UN Development Partnerships Fund, the European Civil Protection and Humanitarian Aid Operations (ECHO), the UK Foreign, Commonwealth and Development Office (FCDO) to support the PAP expansion in Saint Lucia and provide technical assistance.
- Supporting UNCT priorities by addressing, through a joint mechanism, the multidimensional challenges facing Small Island Developing States (including the multiple dimensions of poverty, exacerbated by shocks, such as hurricanes, but also COVID-19, with implications for e.g. employment/food security, health, education, and gender dynamics), which require tailored and combined expertise from various UN agencies. Additionally, working with regional organizations such as the OECS and CDEMA, the opportunity is provided to test models in more than one country for future replication throughout the region, while also consolidating as One UN partnership with regional institutions.

### Strategic meetings

Type of event	Yes	No	Comments
JP launch event	X	<input type="checkbox"/>	May 2020 (virtual)
Annual JP development partners'/donors' event	<input type="checkbox"/>	X	Q1 2021

### Funding and financing

There is continuous dialogue both at the bilateral and multi-lateral level to mobilize additional resources. For example, complementary support for Joint Programme activities has been provided by the India-UN Development Partnerships Fund, the European Civil Protection and Humanitarian Aid Operations (ECHO), the UK Foreign, Commonwealth and Development Office (FCDO), as well as internally by WFP and UNICEF. The expansion of the PAP in Saint Lucia, supported in part by the JP, will help trigger funding by the WB-supported Human Capital Resilience Project for a permanent expansion.

### Innovation, learning and sharing



In keeping with the strategy of the JP's Learning and Sharing Plan - to generate new insightful evidence through the consolidation of data and information on vulnerability beyond poverty in the region - and in strengthening learning and knowledge sharing where there are identified gaps, the following activities have been undertaken:

- Engaging government representatives from the Eastern Caribbean countries to be part of several panels to discuss the use of social protection to manage the impact of COVID-19 and share the lessons learned and the applicability to other OECS countries improved the knowledge about adaptive social protection and how it applies to the Caribbean context;
- Bringing together (government and non-government) social protection and disaster risk management counterparts for shock-responsive social protection roadmap discussions in Saint Lucia, a consultative process with that resulted in a roadmap towards system strengthening and shock-responsiveness. A workshop held contributed towards the culture of learning within government institutions and across different sectors on the potential role of social protection in response to shocks, which was highly relevant as the government subsequently turned to social protection as a key instrument in addressing the socio-economic impact of the COVID-19 crisis.
- The interactive microsimulation model in Saint Lucia, the first of its kind in the (sub)region, was presented/discussed at a Global Conference "Turning COVID-19 into an opportunity: What's next for social protection?" in October 2020; the model and related capacity building sessions with the government partners support one of the specific areas of learning in the Joint Programme – modes of adaptive social protection for the region.
- The gender analysis of the 2016 Barbados Survey of Living Conditions, the study on the impact of COVID-19 on Saint Lucian women frontline and essential workers and the ongoing study on migration contributed to improving knowledge about adaptive social protection both at the national and (sub-) regional level.
- Across interventions, the Joint Programme fostered and maintained the shock-responsive social protection 'network' beyond the (sub-)region, by also sharing and exchanging lessons with other Joint Programmes globally and making the JP and its achievements visible across various (virtual) channels, including regional and global platforms.

### *Strategic communications*

- An Advocacy and Communications Strategy and Action Plan was developed and approved to guide the communications efforts of the JP.
- Joint Programme materials, such as a factsheet (May 2020) and virtual profiles on socialprotection.org and the Joint SDG Fund website, were developed and widely disseminated.
- In May 2020, the JP partners held a virtual launch event with over 100 invited guests from regional and international organizations as well as members of the media, also livestreamed externally. The event was well covered by the media and a press release issued thereafter was widely published by regional media houses.
- Following the launch event and accompanying a ramp up in implementation, a series of articles (press releases, human interest stories, blogs etc.) were developed and published, within the UN system and by the regional media, highlighting both achievements and impacts. All of these measures were amplified via social media in a coordinated approach across partner agencies.

## **B. Annual Results**

### *Overall progress*

- On track (expected annual results achieved)
  - Satisfactory (majority of expected annual results achieved)**
  - Not-satisfactory (majority of expected annual results not yet achieved)
- Please, explain briefly:

- The annual delivery rate stands at 44% compared to a 72% commitment rate as of 31 Dec. 2020. The delivery rate does not adequately reflect the JP's implementation rate since the majority of the funds committed are designated for payments of contracts and consultantancies. It is anticipated that by the end of Q1 expenditure rate and commitment rate will be closer, following final payments of those contracts.

- In Saint Lucia, the Joint Programme was successful in responding to the changing priorities of the government and donors in light of the COVID-19 pandemic and its socio-economic impacts, while maintaining the overall objectives, results, strategy and approach. UN agencies jointly with the Ministry of Equity have commenced reviewing existing policy and legislation to ensure social protection policies are adaptive and gender-responsive; working jointly with partners to identify and address gaps to ensure targeted groups have access to (more integrated) social services (see section on vulnerable groups). UN agencies also conducted a consultative road mapping exercise early on in the process to strengthen the linkages between social protection, disaster risk management stakeholders and their partners.
- Analysis of household budgetary survey and other data (including microsimulation) was completed, and a vulnerability index that reflects socio-economic variables as well as the likelihood of households being impacted by natural hazards is being developed to inform the planning of emergency responses implemented through and in coordination with the social protection system in Saint Lucia.
- In Barbados, despite the delays due to COVID-19 impacts and reprioritization, the implementation of the Core Diagnostic Instrument (CODI) was launched with a (virtual) high-level inter-ministerial meeting in September. Sensitization about the methodology followed, and significant progress has been made in implementing the CODI: National and international consultants have been engaged and the National Technical Committee has been appointed.
- At sub-regional level, a Social Protection and Social Inclusion Strategy is being developed within the OECS Commission with a consultant now hired, after delays encountered in the hiring process. The planned study on migration, displacement and shock-responsive social protection in the OECS is being conducted aiming to increase the evidence base and enable learning across OECS Member States.
- The JP also facilitated the participation of partner governments in regional and international webinars, allowing for the exchange of information, experiences and lessons learned between countries within Latin America and the Caribbean. Lessons continue to be collected from across the Eastern Caribbean, which will go toward the shaping of documents and south-south collaborative engagements in 2021. Lessons learned will also be used to shape the community pilot exercise in 2021 and procedures and practices for the future use of social protection in a crisis.

### *Contribution to Fund's global results*

The Joint Programme contributes to the **Joint SDG Fund Outcome 1** - Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale and to **Output 3** - Integrated policy solutions for accelerating SDG progress implemented.

The completed interventions in Barbados and Saint Lucia over the past year contributed to Outcome 1 by accelerating SDG achievement both in terms of scope and scale (indicators 1.1 and 1.2) through technical and financial support of the (temporary) expansion of social assistance programmes (number of people; value of transfers). Furthermore, the review of policies, budgets, finances and defined social policy roadmaps that generated a number of recommendations and policy solutions to the implemented (indicators 3.1, 3.2 and 3.3). Some of these solutions were already tested in the field and increased governments' capacity to design and implement innovative adaptive and gender-responsive recommendations to accelerate SDG 1, 5 and 13.

### *JP Outputs and Outcomes*

#### **Achievement of Expected Contributions to Outcomes**

This year, the JP made significant progress towards the Outcome 1: Poor and vulnerable people have predictable access to universal adaptive social protection.

- Number of households benefiting from adaptive social protection programmes: 1190
- Number of recommendations from Joint Programme adopted into policies and programmes: 1

#### **Achievement of Expected Outputs**

**Output 1.1 - Institutional capacities strengthened for integrated service delivery through the development of evidence-based, gender-responsive social and disaster risk management policy and legislation**

- Number of social protection or disaster risk management policies drafted including adaptive or shock-responsive social protection: 0
- Number of reports produced analyzing vulnerability (including disaggregation of data by sex): 1
- Other JP's contributions:
  - Implementation of the Core Diagnostic Instrument (CODI) in Barbados (ongoing) supported by the E-Training Programme on Social Protection Policy and Quantitative Techniques" to provide social protection practitioners with an opportunity to share knowledge and experiences, engage with international experts and apply learnings.
  - Strengthening the capacity of the Ministry of People Empowerment and Elder Affairs (Barbados) through the provision of an administrative assistance to support CODI and overall JP implementation;
  - Shock-responsive social protection roadmap for Saint Lucia and commencement of support to policy/legislative review process;
- Study on the impact of COVID-19 on women frontline and essential workers in Saint Lucia;
  - Microsimulation model on the (1) impact of COVID-19 on monetary and multidimensional household/child poverty and (2) impacts of different transfer options in Saint Lucia (incl. interactive dashboard);
  - Assessment of COVID-19 impacts on existing social protection systems/programmes, and support estimations of longer-term needs in Barbados.

**Output 1.2: Innovative financial strategies introduced to ensure fiscal sustainability and expanded coverage – Planned for 2021 as per original WP**

- Number of social protection fiscal analyses/expenditure reviews:0 (planned for 2021)
- Number of forward-looking financing strategies developed:0

**Output 1.3: Implementation of national social protection programmes strengthened with improved management and operational tools**

- Number of tools, protocols and manuals on adaptive systems developed: 1
- Number of government staff trained (disaggregated by sex): 40 (38 Females, 2 Males)
- Other JP contributions:
  - Addressing gaps in data collection and coherence in Saint Lucia

**Output 1.4: Targeted communities' benefit from piloted social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks and stresses**

- Number of households targeted receiving cash transfers through expanded national social protection programmes in Saint Lucia: 740 (including 312 households with children living with disabilities/under the Child Disability Grant; 151 households with children in foster care/186 children; 77 persons/households with HIV/AIDS; 200 households/834 individuals living in poverty)
- Number of changes made as a result of pilot to social protection or DRM data management systems, delivery mechanisms, targeting, coordination or financing systems: 2
- Other JP contributions:
  - Supporting the gender-responsiveness of the PAP in Saint Lucia through a pilot programme with 25 women

**Output 1.5 Regional capacities are strengthened for adaptive social protection by engaging stakeholders for legal and policy coherence and south-south cooperation**

- Number of South-South Cooperation knowledge-exchange and learning events: 2
- Number of regional frameworks, strategies and plans revised to include adaptive social protection considerations: 0

*Workplan*

JP workplan was modified



JP workplan was not modified

Explain briefly: The original workplan was modified to respond to the change of country needs and donor priorities to respond to the COVID-19 Pandemic.

## C. Plan for the Next Year of implementation

### *Next year*

The main focus of the 2021 work plan will be transitioning from COVID-19 response to more long-term options and policy prescriptions. Greater attention will be paid to achieving outputs 2 and 3 which had been prioritized for year 2. Under output 2, innovative strategies will be introduced for adaptive social protection and fiscal sustainability, and new financing strategies will be proposed for shock-responsive social protection in both countries. Under output 2, procedures for shock response/tailored social assistance will be introduced supported by strengthened national protection programmes and management tools which will be developed through reviewing and addressing gaps to ensure access to social services and optimizing delivery mechanisms and supply chains. Gender as a cross-cutting theme through the Joint Programme will continue to be mainstreamed in 2021. Under output 4, lessons from COVID-19 social assistance expansions will inform the piloting of shock-responsive social protection for other shocks.

The expected results for year 2 under:

#### **Output 1**

- The review of Saint Lucia's social protection legislation to ensure that shock-responsive and rights-based social protection is adequately addressed across the life cycle;
- A gender-responsive comprehensive assessment of Barbados' social protection system with key recommendations including the linkages between the current social protection system and disaster risk management infrastructure facilitated through country dialogue and capacity building;
- Disaster risk management national plan in Saint Lucia amended to include adaptive social protection considerations;
- A gender responsive, and multi-dimensional socio-economic and climate-based vulnerability analysis using the Survey of Living Conditions and Household Budgetary Survey 2016 (SLC-HBS 2016) to inform policy and legislative reform and the design of integrated systems and programmes for adaptive social protection;
- Recommendations from socio-economic assessments in Barbados and Saint Lucia respectively, on the impact of COVID-19 to guide policy makers in adapting their social protection systems to make it more shock-responsive.

#### **Output 2**

- Introduction of new financing options for Barbados including potential financial mechanisms to support the scale-up of social protection programmes for disaster response, ensure the inclusion of costing for universal access to daycare, and recommendations on the most cost-effective mix of instruments to finance identified elements of the shock-responsive social protection system.

#### **Output 3**

- The review and addressing of gaps to ensure access to social services to support adaptive universal social protection and optimize delivery mechanism and supply chain (cash, in kind).
- Procedures for shock response/tailoring social assistance for emergencies to provide evidence for scaling up or tailoring social assistance to respond to shocks including the identification, targeting and delivery of goods and services to those most in need. This will include the development of Standard Operating Procedures to enable social assistance to support those vulnerable to and impacted by disasters and other shocks.
- Documenting through the pilot with beneficiaries of Public Assistance Programmes, barriers to gender-responsive and integrated service delivery (including childcare service delivery) to be removed/reduced through the implementation of improved management and operational tools.

#### **Output 4**

- A comprehensive review of the delivery mechanism of Saint Lucia's national Public Assistance Programme for cash transfers and an end-to-end supply chain assessment of key national and local food and non-food supply chain players leading to the development of a strategy for delivery and supply chain optimization, especially in the event of large-scale shocks and introduce cost-efficiencies allowing for greater coverage of programmes.
- Design and implementation of a pilot project for Saint Lucia to create evidence to improve shock responsive social protection systems. The pilot will incorporate community-level consultations to strengthen understanding on the intersection of social vulnerability and risks associated with climatic shocks, as well as analysis on seasonality and livelihoods. It will also be informed by the analysis of delivery mechanisms and the household budgetary survey and other data, including related to gender.

### **Output 5**

- Strengthening of the OECS-wide framework for adaptive social protection through the Social Protection and Social Inclusion Strategy for the OECS.
- A regional census-based approach to measurement of SDG 5.4.1 (unpaid care work) supported by a technical workshop on use of time use data in post-disaster needs assessment.

### *Towards the end of JP implementation*

By the end of the two-year joint programme, it is anticipated that the social protection systems in Barbados and Saint Lucia will be strengthened and people will have greater access to universal adaptive social protection through

- **The generation of community-level evidence to inform social protection reform** - This will be achieved by piloting innovative adaptive and shock-responsive assistance, embedded within existing social protection programmes and linked to disaster risk management.
- **Strengthened national systems to design and deliver universal adaptive social protection services** including those related to targeting, information management/data analysis, coordination, delivery and financing.
- **Strengthened Regional approaches and policy coherence on adaptive social protection and social resilience** informed by the OECS Social Protection and Social Protection Policy.
- No changes to the overall outcomes and outputs of the JP are envisaged, however, PUNOs will continue to work with implementing partners to ensure that the objectives of the JP are aligned to unfolding national priorities, taking into account the medium to long term impacts of COVID-19.

### *Risks and mitigation measures*

The overall risks identified in the Risk Management Plan for the JP will be required as implementation advances. Based on the present outlook, health risks brought about by the COVID-19 pandemic will remain at a high level throughout the lifespan of the JP. Equally, the associated economic deterioration (price increases/income losses) will continue to pose a significant risk to the gains expected from the adaptive social protection outcomes of the JP. Natural/anthropogenic risks as well as those associated to environmental and social sustainability will be monitored as the 2021 hurricane season approaches.

## Annex 1: Consolidated Annual Results

### 1. JP contribution to global programmatic results (annual)

#### Global Impact: Progress towards SDGs

List up to 3 main SDG targets that your Joint Programme primarily focused on in 2020

SDG:1.3  
SDG:13.1  
SDG:5

1.1 Did your Joint Programme contribute to implementation of integrated multi-sectoral policies that accelerate SDG progress in terms of scope<sup>1</sup> in 2020?

- Yes  
 No

Explain briefly: Through horizontal and vertical expansion of the social assistance programmes in Saint Lucia and the review of policies, budgets, finances and defined social policy roadmaps that generated a number of recommendations and policy solutions to the implemented

1.2 Did your Joint Programme contribute to implementation of integrated multi-sectoral policies that accelerate SDG progress in terms of scale<sup>2</sup> in 2020? (if so, brief explanation)

- Yes  
 No

Explain briefly: Through horizontal and vertical expansion of the social assistance programmes in Saint Lucia and the review of policies, budgets, finances and defined social policy roadmaps that generated a number of recommendations and policy solutions to the implemented

#### Global Output 3: Integrated policy solutions for accelerating SDG progress implemented

1.3 Number of innovative solutions tested in 2020

Total number disaggregated by % successful and unsuccessful: 2 successful

Provide the list: Micro-simulation model on the impact of COVID-19 on monetary and non-monetary poverty;  
Pilot with women beneficiaries of the Public Assistance Programme in Saint Lucia

Explain briefly:

- The interactive microsimulation model in Saint Lucia, the first of its kind in the (sub)region provides an analysis of the impact of monetary and non-monetary impact on poverty as well as the poverty-reducing impact of several cash transfer scenarios targeting different groups in the population and at varying benefit levels;
- The Pilot is designed to assess the level of resilient and coping mechanisms of households, plus how fast can they be registered and be paid in case of a shock including frequency and benefit levels

1.4 Number of integrated policy solutions implemented with the national partners in lead in 2020

Total number:  
Provide the list  
Explain briefly:

1.5 Did your Joint Programme contribute to strengthening of national capacities to implement integrated, cross-sectoral SDG accelerators in 2020?

- Yes  
 No

Explain briefly:

- SDG 1.3 - Provided additional benefits for more adequate support to vulnerable groups in need, almost 500 vulnerable children; 82 persons living HIV/AIDS in Saint Lucia; and 650 additional households (approx. 1700 people) benefitting under from top-ups to the public assistance programme.

<sup>1</sup>Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

<sup>2</sup>Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

- SDG target 13.1 - Vulnerability analyses, targeting the integration of social protection and disaster risk management and other adaptive social protection initiatives including the response to COVID-19 pandemic and natural disasters.
- SDG targets 5.1 and 5.4. - 21 PAP women beneficiaries have received productivity enhancement training to increase their employment prospects; and training on gender equality and women's rights; Strengthened the evidence-base to recognize and value unpaid care and domestic work through

1.6 Did your Joint Programme develop a functioning partnership framework for integrated policy solutions to accelerate progress on SDGs in 2020?

- Yes  
 No

Explain briefly: Forging close links with the IFIs that are also working on social protection initiatives in the countries including the World Bank, the Caribbean Development Bank, the Inter-American Development Bank/EU Commission; Multi-partner effort to support and scale-up activities, (e.g.) India-UN Development Partnerships Fund, ECHO, FCDO

## 2. Selected global performance indicators (annual)

2.1. Did your Joint Programme contribute to the improvement of overall UNCT coherence in 2020?

- Yes, considerably contributed  
 Yes, contributed  
 No

Explain briefly: Supporting the implementation of the COVID-19 Multi-Sector Response Plan, as well as forging closer links with the IFIs that are also working on social protection initiatives in the countries including the World Bank, the Caribbean Development Bank, the Inter-American Development Bank and EU Commission. PUNOs have regular interaction with these IFIs to leverage and more coherently implement social protection initiatives.

2.2. Did your Joint Programme contribute to reduced transaction costs for participating UN agencies in their interaction with national/regional and local authorities and/or public entities compared to other Joint Programmes?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

Explain briefly:

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

- Yes  
 No

Explain briefly: The Joint Programme was developed in accordance with the UN Multi-Country Sustainable Development Framework for the Eastern Caribbean which established four (4) priority areas for development of the sub-region: (1) An Inclusive, Equitable and Prosperous Caribbean; (2) A Safe, Cohesive, and Just Caribbean; (3) A Healthy Caribbean; (4) A Sustainable and Resilient Caribbean.

2.4. Did your Joint Programme secure additional funding resources in 2020?

- Yes  
 No

Explain briefly: The JP was complemented by additional funds from India-UN Development Partnership Fund, ECHO, FCDO, WFP and UNICEF to support cash top-ups, technical assistance and in-kind support to vulnerable groups and provide technical assistance

### 3. Results as per JP Results Framework (annual)

Result / Indicators	Baseline	Expected 2020 target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
<b>Outcome 1: Poor and vulnerable people have predictable access to universal adaptive social protection.</b>						
Outcome 1 indicator: Number of households benefiting from adaptive social protection programmes (disaggregated by female/male-led household)	0	0	1190 (disaggregated data by female/male-led not available)	Reallocations to support COVID-19 response	3600	4714
Outcome 1 indicator: Social protection adaptivity and universality score (composite indicator, including gender)		3	3		3.25	
Outcome 1 Indicator: Number of recommendations from Joint Programme adopted in policies and programmes	0	0	1	N/A	3	4
<b>Output 1.1: Institutional capacities strengthened for integrated service delivery through the development of evidence based, gender responsive social and disaster risk management policy and legislation</b>						
Output 1.1 Indicator: Number of social protection or DRM policies drafted including adaptive or shock-responsive social protection	0	0	0	N/A	1	1
Output 1.1 Indicator: Number of reports produced analyzing vulnerability (including disaggregation of data by sex)	0	1	0	Funds for child vulnerability analysis in Saint Lucia were reallocated to Covid-19 poverty impact modelling	1	2
<b>Output 1.2: Innovative financial strategies introduced to ensure fiscal sustainability and expanded coverage.</b>						
Output 1.2 Indicator: Number of social protection fiscal analyses/expenditure reviews	0	0	0	Planned for Year 2	2	2

Output 1.2. Indicator: Number of forward-looking financing strategies developed	0	0	0	Planned for Year 2	1	1
<b>Output 1.3: Implementation of national social protection programmes strengthened with improved management and operational tools</b>						
Output 1.3 Indicator: Number of tools, protocols and manuals on adaptive systems developed	0	0	1	N/A	1	2
Output 1.3 Indicator: Number of government staff trained (disaggregated by sex)	0	0	40 (38 Females, 2 males)	N/A	TBD	TBD
<b>Output 1.4: Targeted communities' benefit from piloted social protection programmes designed to strengthen their ability to anticipate, absorb and recover from climate-related shocks and stresses</b>						
Output 1.4 Indicator: Number of households targeted receiving cash transfers through adapted social protection programmes in Saint Lucia (disaggregated by female/male-led household)	0	0	740 (disaggregated data by female/male-led households not available)	N/A	3600	4714
Output 1.4 Indicator: Number of changes made as a result of pilot to social protection or DRM data management systems, delivery mechanisms, targeting, coordination or financing systems	0	0	0	N/A	TBD	TBD
<b>Output 1.5: Regional capacities strengthened by adaptive social protection through engaging stakeholders for policy and legal coherence and south-south cooperation</b>						
Output 1.5 Indicator:	0	0	2	N/A	3	5



Number of South- South Cooperation, knowledge-exchange and learning events						
Output 1.5 Indicator: Number of regional frameworks, strategies and plans revised to include adaptive social protection considerations	0	0	0	N/A	1	1

## Annex 2: List of strategic documents

### Strategic documents that were produced by the JP

*\*Please note that the list below only includes technical documents produced, excluding strategic JP documents, such as the Advocacy and Communication Strategy and Learning and Sharing Plan listed elsewhere)*

Title of the document	Date when finalized (MM/YY)	Brief description of the document and the role of the JP in finalizing it
Shock-Responsive Social Protection Report and Roadmap	Feb 2020	Captures discussions and results of a one-day consultative process with wide ranging government and non-government stakeholders on shock-responsive social protection. It contains a roadmap towards social protection systems strengthening. Findings and recommendations have been used to inform the conceptualization and design of the SDG Fund activities.
Gender analysis of the Barbados Survey of Living Conditions 2016-17	Dec 2020 (first draft)	This report provides a gendered analysis on poverty and care. It thus explores the data for the Barbados Survey of Living conditions to identify both the differential impact of poverty on women and men as well as an analysis of care responsibilities from a gender perspective. The latter analysis is intended, among others, to provide indicators of time poverty, and the ways in which time poverty and monetary poverty might intersect.
Estimating the Impact of COVID-19 on Monetary and Multidimensional Poverty in Saint Lucia using a Microsimulation Model – and User Guide	Oct 2020	This report summarizes the findings of the modelling of COVID-19 impacts on household and child poverty in Saint Lucia as well as the potential impacts of different transfer options, including e.g. targeting existing beneficiaries with

		different transfer values vs. the bottom 25%, 40% and universal grants for all children at different transfer levels.
“Voices of Saint Lucian Women: A Study of the Impact of COVID-19 on Frontline Workers, Small Entrepreneurs, Pre-School Teachers and Hospitality Workers”	Dec 2020 (first draft)	<p>The purpose of the study, which focuses on frontline and essential women workers, is:</p> <ul style="list-style-type: none"> <li>i. To assess the impact of the Coronavirus on women in various sectors in Saint Lucia.</li> <li>ii. To understand the coping strategies employed by women in response to the crisis.</li> </ul> <p>To provide evidence-based guidelines for the development of effective social protection support to women adversely affected by the crisis</p>

**Strategic documents for which JP provided contribution**

Title of the document	Date when finalized (MM/YY)	Brief description of the document and the role of the JP in finalizing it

### Annex 3: Strategic communication results

3.1. Have you created a strategic communication plan for the Joint Programme?

- Yes  
 No

Explain briefly: An Advocacy and Communications Strategy and Action plan was drafted and approved for implementation in September 2020. The strategy and action plan is a living document intended to act as blueprint for all Joint Programme communications efforts.

3.2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget): 95%

Explain briefly: Due to COVID-19 restrictions communications activities could not proceed as planned. The communications budget was therefore used to hire a videographer to document the achievements in the joint programme.

3.3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes  
 No

Explain briefly: A direct correlation between visibility outcomes and funding provided cannot be established at this juncture. COVID-19 restrictions in Barbados and Saint Lucia affected the delivery of some planned communications activities. Notwithstanding these challenges, the online medium has been heavily utilized for promoting the work of the JP. Consequently, many initiatives or activities have been low-cost or no-cost resulting in a deceleration in expenditure related to communications.

3.4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes  
 No

Explain briefly: The Country Profile Page has been a useful resource for those seeking information on this Joint Programme. It provides our constituents with background information on the Joint Programme, while highlighting the ongoing work of the JP through links to press releases, articles, videos and human-interest stories.

3.5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number: 5

Explain briefly: : A total of 6 articles were published by the Joint Programme. Four of these were widely published by media houses in Barbados and the Eastern Caribbean. One interview was aired on the local TV station in Saint Lucia

3.6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: 6

Explain briefly: All articles developed by the Joint Programme have been published by the UNCT/JP PUNOs. The support of the UNCT and the PUNOs in the area of communications has been instrumental in highlighting the achievements/impact of the JP in Barbados, the Eastern Caribbean and further afield.

3.7. Have you received an increase of social media followers?

- Yes  
 No

Total number: (Not mandatory)

Explain briefly: The Joint Programme does not currently have its own social media footprint. The Programme works in tandem with the PUNOs to encourage amplification of its various communications products through their social media channels.

*Multi-Media Faucets*

- Complete the table by focusing on most important strategic communication documents (factsheets, promotional materials, infographics, videos, etc.). Provide hyperlinks when possible.

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
The Joint Programme in the Eastern Caribbean – Ensuring People Have Access to Adaptive Social Protection	May 2020	This factsheet provides a comprehensive overview of the Joint Programme <a href="https://jointsdgifund.org/sites/default/files/2020-05/SDGfund_Factsheet_Final.pdf">https://jointsdgifund.org/sites/default/files/2020-05/SDGfund_Factsheet_Final.pdf</a>
UN Barbados and the OECS Supports Eastern Caribbean Governments in Social Protection Response Amidst Covid-19 Crisis	May 2020	A press release introducing the Joint Programme, set in the context of COVID-19 <a href="https://www.jointsdgifund.org/article/un-barbados-and-oecs-supports-eastern-caribbean-governments-social-protection-response">https://www.jointsdgifund.org/article/un-barbados-and-oecs-supports-eastern-caribbean-governments-social-protection-response</a>
US\$4.75 million Social Protection Programme Launched for the Eastern Caribbean	June 2020	This press release was developed after the virtual launch of the Joint Programme on May 29, 2020 <a href="https://www.jointsdgifund.org/article/us475-million-social-protection-programme-launched-eastern-caribbean">https://www.jointsdgifund.org/article/us475-million-social-protection-programme-launched-eastern-caribbean</a>  A video recording of the event is available here <a href="https://m.youtube.com/watch?v=NIHB4VkiGxQ">https://m.youtube.com/watch?v=NIHB4VkiGxQ</a>
Saint Lucia and WFP Partner To Expand Coverage Of The Public Assistance Programme As Part Of The National COVID-19 Response	Sept 2020	A press release highlighting the signing of an MOU between WFP and Saint Lucia. Funding for some activities has been made available through the support of this Joint Programme <a href="https://socialprotection.org/discover/news/saint-lucia-and-wfp-partner-expand-coverage-public-assistance-programme-part-national-0">https://socialprotection.org/discover/news/saint-lucia-and-wfp-partner-expand-coverage-public-assistance-programme-part-national-0</a>
Government of Barbados and United Nations Agencies Kick Off Social Protection System Review	Sept 2020	A press release on the launch of a process to assess and optimize Barbados’ social protection system. <a href="https://jointsdgifund.org/article/government-barbados-and-united-nations-agencies-kick-social-protection-system-review">https://jointsdgifund.org/article/government-barbados-and-united-nations-agencies-kick-social-protection-system-review</a>
Cash Top-Ups – A Lifeline for Families During the COVID-19 Crisis	Nov 2020	A human-interest story on the impact of Cash Top-Up in Saint Lucia during the pandemic <a href="https://socialprotection.org/discover/blog/cash-top-ups---lifeline-families-during-covid-19-crisis">https://socialprotection.org/discover/blog/cash-top-ups---lifeline-families-during-covid-19-crisis</a>
Saint Lucia, UNICEF partner to provide cash and care support as part of COVID-19 response	Dec 2020	<a href="https://www.unicef.org/easterncaribbean/press-releases/saint-lucia-unicef-partner-provide-cash-and-care-support-part-covid-19-response">https://www.unicef.org/easterncaribbean/press-releases/saint-lucia-unicef-partner-provide-cash-and-care-support-part-covid-19-response</a>

### Social Media Campaigns

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)
Launch of the Joint Programme - Campaign	Twitter/Facebook/Websites	<p>Below are links to Twitter coverage of the virtual launch event, which was held on Friday, May 29<sup>th</sup> 2020. The Joint Programme was launched jointly with the Governments of Barbados and Saint Lucia as well as the Organisation of Eastern Caribbean States.</p> <p>Twitter Feeds:</p> <p><a href="https://twitter.com/searchq=Joint%20SDG%20Programme%20in%20the%20Eastern%20Caribbean&amp;src=typed_query">https://twitter.com/searchq=Joint%20SDG%20Programme%20in%20the%20Eastern%20Caribbean&amp;src=typed_query</a>  <a href="https://twitter.com/SP_Gateway/status/1266413742784380930">https://twitter.com/SP_Gateway/status/1266413742784380930</a></p>
Global e-Conference "Turning the COVID-19 crisis into an opportunity: What's next for social protection?" - Visibility effort	Twitter/Facebook/Websites(plus individual posts on LinkedIn)	<p>Below are links to Twitter coverage of a virtual webinar organised by the Joint Programme during the Global e-Conference. The Webinar was captioned <i>Shock-Responsive Social Protection: Lessons from the Joint SDG Fund an Integrated Approach to COVID-19</i>.</p> <p>UN Barbados and OECS Tweets</p> <p><a href="https://twitter.com/UNBdosandOECS/status/1313817684358946821">https://twitter.com/UNBdosandOECS/status/1313817684358946821</a></p> <p>Joint SDG Fund Tweets</p> <p><a href="https://twitter.com/SP_Gateway/status/1313803091985207297">https://twitter.com/SP_Gateway/status/1313803091985207297</a>  <a href="https://twitter.com/JointSDGFund/status/1313804302838890496">https://twitter.com/JointSDGFund/status/1313804302838890496</a>  <a href="https://twitter.com/JointSDGFund/status/1313806556073545728">https://twitter.com/JointSDGFund/status/1313806556073545728</a>  <a href="https://twitter.com/SP_Gateway/status/1313803091985207297">https://twitter.com/SP_Gateway/status/1313803091985207297</a></p> <p>Retweets by Joint SDG Fund:</p> <p><a href="https://twitter.com/UNBdosandOECS/status/1313817684358946821">https://twitter.com/UNBdosandOECS/status/1313817684358946821</a>  <a href="https://twitter.com/MCdankmeyer/status/1313829447116750848">https://twitter.com/MCdankmeyer/status/1313829447116750848</a></p>

### Annex 4: Updated JP Risk Management Matrix

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 Insignificant - 1	Mitigating measures	Responsible Org./Person
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Contextual risks					
Organizational Resilience Management Natural/anthropogenic risks: <ul style="list-style-type: none"> <li>Hurricanes, storms, floods</li> <li>Economic deterioration (price increases/income losses)</li> </ul>	High	2	4	Continue to advocate for budgeting for the social sector and greater efficiency in national budget management in the context of respective countries' macro-economic priorities.	UNICEF and WFP
Environmental and Social Sustainability: <ul style="list-style-type: none"> <li>Climate change impacts and social management plans</li> </ul>	Medium	4	2	The UN as an impartial body will need to lead advocacy efforts to facilitate timely information dissemination on the benefits of a universal SPS to provide long-term solutions to address the impact of climate change and support development of social management plans.	Programme Coordinator
Health and related risks: <ul style="list-style-type: none"> <li>Covid-19 pandemic</li> </ul>	High	5	5	Build on the proposed tools in the Joint Programme that support national SP systems to be adaptive and shock responsive to the multi-faceted challenges posed by the pandemic.	UNICEF and WFP
Programmatic risks					
Gender and/or age discriminatory roles and practices	Low	1	2	UN Women and other UN agencies will provide timely technical support to advise on gender and discriminatory practices that may be in violation of the HR principles and reiterate the use of the HR mechanisms to advocate for systematic and impactful change for those most left behind.	UN Women (and other PUNOs)
Implementation and results monitoring	Medium	1	2	Joint Programme technical group together with Implementing Partners focal points will have quarter meetings to ensure timely implementation and monitor against the Joint Programme results framework. Fast track schedules and procure support services where necessary to offset the delays caused by Covid-19 pandemic.	Joint Programme Technical Working Group
Programme implementation: partnership management/value for money	Low	2	1	Partners will follow internal procedures for partnership management and procurement. Working and coordinating closely with governments and relevant partners	All PUNOs



				beyond organized consultations and alignment with national and regional strategies and priorities, as well as by supporting ongoing budget analysis and fiscal space to ensure efficient allocation and use of available resources.	
<b>Institutional risks</b>					
Governance & Accountability	Medium	3	2	Approved governance structure outlining modalities for MCSC and CCC.  Convening of the MSCS and CCC to ensure effective, multi-sectoral coordination, including joint monitoring and reporting on planned results and complementary activities, and building on the UNCT mechanism to address bottlenecks and barriers to implementation in the broader partner context.	PUNO HoAs, Resident Coordinator
Fraud, misuse of resources	Low	1	2	For cash transfers to implementing partners, the UN will adopt the UN HAC procedures or follow their agency's standard procedures to ensure financial risk management is practiced and deliver timely results of the Joint Programme.	PUNO HoAs
<b>Fiduciary risks</b>					
Availability and allocation of resources (financial & non-financial)	Medium	2	3	The UN will mitigate this risk through ongoing budget analysis and fiscal space studies to ensure efficient allocation and use of available resources. In addition, the UN will advocate with other development partners to influence investment of development finance in areas which advance inclusive social protection, based on the LNOB principle.	UNICEF, ILO, UN Women