

UNICEF ANNUAL REPORT for Eastern Caribbean Multi-Country Program, Suriname, Trinidad and Tobago



1 EXECUTIVE SUMMARY

Key Achievements for Children in 2010: The 11 countries (Antigua & Barbuda, Barbados, British Virgin Islands, Dominica, Grenada, Montserrat, St Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago, and Turks & Caicos Islands) covered by the UNICEF Eastern Caribbean Office multi-country programme are Middle Income Small Island Developing States that continue to make steady progress towards the attainment of the MDGs by 2015. However, despite the commitment of governments towards improving the quality of life of residents, countries face challenges in providing social services to children and their families. All countries still have considerable work to do to ensure the full realisation of the rights of women and children to survival, development, protection and participation.

Some key achievements for 2010 include: (1) the enactment of the Child Care and Protection Bill in Grenada and St. Vincent and the Grenadines, regulating mandatory reporting of suspected child abuse cases; (2) a Social Policy Toolkit to increase the knowledge and capacity of administrators to include children's issues in policies; (3) commitment by the Government of St. Vincent and the Grenadines to adopt and implement the Early Childhood Health Outreach programme reaching poor and vulnerable children (0-3 year) and the potential to replicate this model in other countries in the region.

Significant Shortfalls in Achievements: Although committed to specific children's issues, children are still not fully integrated into the overall social development planning characterised by: (1) continued delays in CRC reporting; (2) limited social data coupled with weak monitoring information systems; and (3) limited emphasis on children in emergency preparedness and response.

Important collaborative relationships: UNICEF maintains critical strategic partnerships and collaborative relationships with: (1) the World Bank and UNIFEM on social safety nets in five countries initiating reforms based on the results of the social safety nets assessments; (2) the OECS, through training and technical assistance to countries on social policy and social protection reforms; (3) UK Government through advancing Sports and Development in Trinidad; and (4) CARICOM, through regional coordination, planning and standards on DevInfo, Child Protection, HIV and Lifeskills and ECD.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

The economic environment of the 11 SIDS covered by UNICEF ECO was heavily influenced by the negative effects of the global financial crisis. The structural profile of these countries is predominantly one of: small, open economies, highly sensitive to developments in the global economy; high dependence on a single sector as primary source of economic activity; high external debt burdens; and dependence on overseas development assistance and foreign direct investment.

While being categorized as middle income countries, the Eastern Caribbean SIDS featured relatively slow rates of annual GDP growth; high levels of income inequalities, poverty and unemployment; dependence on remittances and significant migration. Trinidad and Tobago, the strongest economy in the sub-region, also experienced economic decline.

Figure 1: [Caribbean GDP Growth rate](#) (source IMF, page 18, figure 2: first graph)

In the OECS countries, the economic crisis was transmitted in decline in tourist arrivals, foreign direct investment and remittances. This resulted in contraction of GDP, reduced

revenues, reduced government spending, lower sales and bankruptcies within the private sector; and at household level reduced employment and income.

The most disadvantaged children were those affected by or living with HIV/AIDS, adolescent mothers/fathers, children in contact and/or conflict with the law, out of school youth including street children, those affected by crime and violence, children living in poverty, and children with disabilities.

Unemployment levels in the region remained relatively high, ranging from 25% in Dominica and Grenada to 13% in St. Lucia. Youth unemployment also increased at a faster rate than average. In Barbados, St. Kitts and Nevis, and St. Lucia, unemployment rates were higher among women thereby impacting female headed households.

The region received relatively high rankings on the 2009 UNDP Human Development Index; however, this masked a number of social challenges.

Poverty and indigence rates remained high and the only country (Grenada) to have completed a Poverty Survey since the start of the financial crisis showed an increase in the poverty rate from 32.1% to 37.7%. In Trinidad and Tobago, the poverty rate was 17%. In Barbados and St. Kitts and Nevis, the 17.5% VAT placed an additional burden on household purchasing power, disproportionately impacting disadvantaged children.

In Grenada, about 53% of all income poor persons are children. In St. Vincent and the Grenadines, children account for about 36% of all income poor even though they represent only 31% of the population. In St. Kitts and Nevis, children account for about 40% of all income poor while in St. Lucia over 50% of the income poor are under the age of 20.

Youth violence and crime remained a challenge in all the islands, particularly in Trinidad and Tobago where more than 400 murders were recorded as at November 2010; many of them gang related and involving young men. Government emphasised the important role of fathers and committed to developing a mentorship programme for young men. An increased portion of the national budget was also allocated to education and crime prevention.

Migration emerged as a critical issue in the region with nationals moving between countries in search of better economic opportunities. This resulted in the children of undocumented parents losing the right to education and access to health care and social services. The Barbados Government proposed a policy that children born in Barbados of undocumented parents would no longer be accorded Barbadian citizenship.

Finally, the situation of children was impacted by environmental hazards. Hurricane Tomas impacted Barbados, St Vincent and the Grenadines and St. Lucia. This led to severe flooding in Barbados, resulting in the closure of schools for up to a week. In St. Lucia, approximately 44,000 school-aged children lost over three weeks of education due to significant infrastructural damage, and eight persons, including three children, died during the passage of the hurricane. In St. Vincent and the Grenadines, schools were used as emergency shelters affecting the education of children. Hurricane Earl brought flooding to the British Virgin Islands displacing approximately 800 children and destroying school supplies at some schools. Trinidad and Tobago was also affected by severe flooding in areas not historically prone to flooding, resulting in loss of school supplies.

Publications produced:

[A Framework and Recommendations for Action on Children affected by Migration in the Caribbean](#), (UNICEF/IOM/CARICOM, 2010)

3 CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

The year 2010 was a reflective one for UNICEF ECO. The highly participatory and consultative MTR in this Multi-Country setting was a key **capacity** building exercise which involved children and adolescents.

In light of the impact of the global economic recession, UNICEF worked with key policy makers to identify priority issues for children that could be addressed despite financial constraints. For example in Trinidad and Tobago, UNICEF supported a study on the “*Well-Being of Children in Trinidad and Tobago Child Responsiveness budgeting*”. This highlighted shortfalls in budgeting for children.

The ongoing **Situation Analysis** is helping to analyse the data gaps, vulnerabilities and emerging trends impacting the fulfilment of children’s rights, especially the rights of children from disadvantaged communities.

Advocacy and **C4D** interventions were informed by key studies and evaluations in the areas of child sexual abuse, corporal punishment, early play and stimulation and participation of adolescents. The knowledge generated was used to help inform programming in these areas.

To deepen the harmonization of social policy approaches across the eastern Caribbean, an enhanced **partnership** with the OECS brought renewed focus to the Child rights agenda. For example, alongside UNIFEM and the World Bank, this partnership provided governments with options for revision of their social safety net programmes targeting disadvantaged children and their families.

Inequalities in gender continue to be addressed in collaboration with UNIFEM. *The Share the Care Project* seeks to redress household vulnerability to **poverty** while the “UNiTE campaign to end violence against women, also brought renewed impetus to the issue of domestic violence.

There are ongoing discussion within the sub-region **with potential centres of excellence** for knowledge generation and management on children’s issues.

A continued challenged continue to be the incorporation of children in **emergency** planning by national stakeholders.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

UNICEF ECO engaged partners in several areas with a view towards reducing the technical capacity gaps among rights holders and duty-bearers, with obligations towards the fulfilment of the rights of children. This capacity development focused on the areas of M&E, ECD, HFLE, BCC, child protection, adolescent development and communication.

Development of the UNDAF for Barbados and the OECS, and separately for Trinidad and Tobago, constituted capacity building for partners and stakeholders as it led to reduction of knowledge gaps on the purpose of the UN at the country-level and programming.

As part of the United Nations Sub-regional Team (UNST) for Barbados and OECS UNDAF process, a capacity assessment was undertaken to identify the UNST’s comparative advantage in national and sub regional development. Individual agencies, including UNICEF, identified their strategic priorities over the next three (3) years, including child and social protection, child and adolescent development, education, monitoring and evaluation, C4D and disaster risk reduction. In Trinidad and Tobago, development of the UNDAF resulted in prioritisation of two areas of focus: (i) social statistics and (ii) poverty reduction, which aimed to build capacity of all partners and stakeholders.

Support was also provided through systems that existed in the countries in compliance with the principles of the Paris Declaration on Aid Effectiveness which include: ownership, alignment, harmonization, managing for results and mutual accountability.

UNICEF continued to monitor the progress of development of the middle/high income countries in the sub region in light of the organizational graduation criteria.

Participatory reviews of programme implementation were held as part as the MTR in Barbados and the OECS and in Trinidad and Tobago. The extensive consultative processes at each MTR allowed UNICEF ECO and its partners to assess progress towards planned results, identify emerging challenges and opportunities and determine corrective actions to be taken. Lessons learned during the course of the review processes were documented in the MTR Report. These lessons included promoting change through meaningful adolescent participation.

3.1.2.2 Effective Advocacy:

UNICEF ECO's advocacy interventions were informed by studies and evaluations that highlighted areas in which the fulfilment of children's rights were being challenged in the sub-region. Principal among these were the "Perceptions of, Attitudes to and Opinions on Child Sexual Abuse in the Eastern Caribbean", "Participation by Teens in Schools Based Clubs," "They Say I Have Rights: an Introductory Qualitative Analysis of Adolescents in the Caribbean (10-14 years)", "Budget Analysis for Child Sensitivity" and the "Breaking The Silence" action research project on the link between child sexual abuse (CSA), incest and spread of HIV in Trinidad and Tobago.

UNICEF ECO partnered with the OECS, CARICOM, University of the West Indies (UWI), other academic institutions, UN agencies, government ministries, the private sector and the media to effectively advocate for children's and women's rights.

The aforementioned studies unearthed CSA as a serious and extensive problem for countries in the sub region. Consequently, the advocacy campaign to address this social concern included: (1) preparation of briefs for the Representative to directly engage decision-makers; (2) interventions in all avenues of the traditional mass media – print, radio (including PSAs and soap operas), and television to reach general audiences; (3) detailed human interest stories in select regional publications; (4) training of media practitioners to report on CSA from a children's rights perspective; and (5) active participation in public debate to encourage public to acknowledge CSA as a problem and deepen their resolve to address in at the personal, community and national levels.

The early results of these actions include: (1) increased public awareness and debate on CSA, and (2) discussions among special interest groups such as teachers, leading to agreement by education stakeholders to place best practices on addressing child sexual abuse in the on the agenda of their next regional conference in 2011.

3.1.2.3 Strategic Partnerships:

UNICEF ECO continued to align itself with strategic partners to maximize results for children and their families.

Key among such partnerships was the signing of the first ever work plan with the OECS. This resulted in the firm placement of a child rights focus on the agenda of the eight OECS countries. The work plan covered: (1) supporting the social policy agenda in the sub-region; (2) strengthening juvenile justice systems; and (3) reviewing/strengthening social safety nets. This joint agenda allowed UNICEF to leverage OECS's influence and existing networks in the sub-region, given UNICEF's lack of physical presence in countries apart from Barbados and Trinidad.

Eastern Caribbean governments were placed in a better position to target their social safety nets for vulnerable children as a result a partnership between UNICEF, UNIFEM and the World Bank. Under this partnership, social-safety-net assessments were conducted in five countries assisting governments in determining the impact of systems designed to reach vulnerable children and their families. Governments are using these

findings to guide their responses in light of declining economic resources across the sub region.

Awareness on the troubling issues on violence against women was raised as UNICEF collaborated with UNIFEM and other UN agencies on the Secretary-General's UNiTE campaign to end violence against women.

Engagement continued with UWI Cave Hill and St. Augustine Campuses as potential centres of excellence for children and as sources for independent evaluations. UNICEF also partnered with the inter-ministerial committee responsible for development of a framework for the design of youth-friendly spaces in Trinidad and Tobago to address crime and violence.

The Office also played an integral role in facilitating the private sector partnership with PriceSmart and the NGO Trinidad Youth Council to raise funds and awareness on child rights.

The UNICEF /University of Huddersfield Study on Child Sexual Abuse was short-listed by the Times Higher Education awards in the International Collaboration of the Year category. Though the award eventually went to another research project, this was a unique and high profile opportunity to celebrate research excellence on children's issues, and to be highlighted for emulation within the UK academic calendar.

3.1.2.4 Knowledge Management:

The Situation Analysis was updated to understand the gaps and the emerging issues and trends impacting the fulfillment of children's rights. This led to additional research in three areas. First, on the relevance of the special education sector in Barbados, second, on the scope of children in primary schools with learning disabilities, and third, on those living in the violence prone community of Laventille, Trinidad. Findings of these studies will be used to guide programming in 2011.

Results of the study on "Perceptions, Attitudes and Opinions on Child Sexual Abuse in the Eastern Caribbean" were presented to Cabinets in Eastern Caribbean countries, contributing to renewed emphasis on action for the full adoption of on child abuse reporting protocol. The results were also shared with NGOs, youth groups and schools, resulting in strengthening community-based initiatives to protect children from abuse. The findings also served as the basis for development of the C4D campaign targeting mothers and males in the community.

The documentation of good practices unique to Dominica, through the In Touch newsletter and DVDs, were used to expose stakeholders to the use of alternatives to corporal punishment in schools, resulting in diversification of practices in selected schools in Antigua and Barbuda, Barbados and St. Lucia. In addition, sharing of the DVD of best practices in St. Kitts and Nevis on programming for children 0-3 years resulted in the re-assessment of care environments in Barbados and TCI. In Trinidad and Tobago, following 2009 research, a manual on "*Positive Masculinity*" was developed as part of wider efforts to influence adoption of new models of male socialization.

Various publications highlighting children's issues were developed and disseminated in partnership with national stakeholders to increase awareness of children's rights. Examples include, "A Framework and Recommendations for Action on Children affected by migration in the Caribbean" with the Caribbean Community (CARICOM) and the International Organization for Migration (IOM) and "The Well-being of Children in Trinidad and Tobago" and "Child Responsiveness Budgeting: The case of Trinidad and Tobago" in conjunction with UWI.

3.1.2.5 C4D Communication for Development:

The Office developed C4D strategies to support the various programme elements in the areas of participation, child sexual abuse and early childhood development. The aim was not only to increase knowledge but to begin to promote positive behaviour among duty-bearers that would lead to the fulfilment of children's rights.

An example of this was in the area of Early Childhood Development, where a consultative process, in collaboration with Caribbean Child Support Initiative (CCSI) and Early Childhood Departments in the Eastern Caribbean, was used to develop materials that would encourage parents and caregivers of children 0-3 years to stimulate their infants and toddlers, and encourage parents and caregivers of children 3-5 years to engage in play activities with their children.

The process involved:

1. Conducting focus groups with ECD practitioners and parents (both fathers and mothers) to understand the lack of child stimulation and support for pre-schools that promoted the 'learning through play' approach.
2. Using the above knowledge, parents, caregivers and ECD practitioners were again engaged through focus groups in the conceptualisation, pre-testing and refinement of culturally relevant messages that would target parents and caregivers to support them in adopting the desired behaviours.
3. Developing culturally relevant messages for the target group via TV and radio ads, brochures and posters.
4. Providing technical support to Early Childhood Departments to develop culturally relevant dramatic pieces demonstrating the desired behaviours by parents and caregivers and using these dramatic pieces during national launches of the campaign materials.
5. Engaging the Early Childhood Departments in the monitoring aspect of the campaign. The Departments have been given the responsibility of distribution of the materials to monitor its use. Departments were given a template indicating to whom and when the materials were distributed, enabling monitoring in 2011.

As a result, there was greater awareness among stakeholders of the benefits of early learning approaches in the overall development of the child and governmental commitment was given to using the information to improve early childhood services.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

Results being pursued with partners were largely formulated to address programme gaps highlighted by the Concluding Observations of the UNCRC Committee and other human rights instruments. For example, a significant part of the violence prevention strategy involved advocacy and demonstration models on use of alternatives to corporal punishment.

The development, implementation, monitoring and evaluation process of the multi-country programme maintained its participatory approach to ensure the sustainability of results.

Duty-bearers and rights holders were engaged through various activities including: promotion of children's rights among children; participation of child advocates in the MTR; use of special events such as World Statistics Day; adolescent media platforms and participation in cabinet meetings with Government Ministers to discuss the findings of

the CSA study. Consultations and discussions included various development partners, the media, educators and other professional groups.

Of special note the training in One Minutes Jr. videos held last year resulted in two participants from the Eastern Caribbean winning two of the three top prizes for their interpretation of videos depicting aspects of child rights.

In collaboration with the World Bank, UNICEF ECO supported governments and the OECS Secretariat to assess the extent to which prevailing social safety net assessments needed to be reformed to effectively meet the needs of the most disadvantaged child populations.

UNICEF ECO used the observation of the 21st anniversary of the CRC to highlight reporting and implementation obligations of governments and accelerated lobbying efforts for the ratification of the CRC Optional Protocols and the Convention on the Rights of Persons with Disabilities.

Consideration of human rights principles in knowledge management, monitoring and evaluation is an area yet to be fully addressed by governments in the sub-region. Consequently, governments have been lobbied to update their access-to-information laws, which currently limit public access to data and information.

3.1.3.2 Gender Equality and Mainstreaming:

UNICEF ECO continued to mainstream gender in its programming in 2010. A gender analysis was included in the social safety net assessments conducted in five countries.

In addition, NGO partners, for example in Grenada, utilised different strategies to reach boys and girls, with the goal of attracting them to their after-school programmes.

Furthermore, in pre-testing and developing C4D material on ECD and child sexual abuse, UNICEF ECO ensured the participation of both males and female focus groups to obtain their different perspectives. The HFLE curriculum in all countries also took into account gender differences in its discussions.

UNICEF ECO also collaborated with UNIFEM in two processes which highlighted areas of continuing gender inequality in the Caribbean. *The Share the Care: Child Support, Poverty and Gender Equality Project* built on past studies which underscored that women's childcare responsibility was closely linked to the vulnerability of their households to poverty. The agencies supported governments in the redesign of existing child support systems to improve the role of the state in meeting livelihood needs connected to gender inequalities and specifically to improve how courts resolve applications for child support, the amount of the awards, and their enforcement.

Similarly, although it was acknowledged that a combination of public education, advocacy, the extension of services and law reform led to positive changes in cultural attitudes on violence against women, there is a widespread perception in the region that violence against women is on the rise. More women are being killed by their partners (although the rate varies considerably from country to country). Some studies have also suggested an increase in rapes and sexual offences. Consequently, the launch and roll-out of the UNiTE campaign to end violence against women brought renewed impetus to this fight.

3.1.3.3 Environmental Sustainability:

In 2010, there continued to be a low level of commitment to, and awareness of, the special vulnerabilities of children, especially those already poor and vulnerable, in light of the risks posed by environmental degradation and natural disasters. In addition, few environmental initiatives catering specifically to children were in place.

As a first step to addressing this gap, a study was commissioned by UNICEF ECO in collaboration with the Caribbean Disaster Emergency Management Agency (CDEMA) for a consultant to use a child-focused lens to review and strengthen the national education preparedness and response plans and policies currently existing to direct education in emergencies.

This consultancy will also seek to review and, where necessary, strengthen CDEMA's plans to meet the standards of the OECD model emergency plan, UN CRC, UNICEF's Core Commitments for Children in Emergencies and other global standards and frameworks.

3.2 Programme Components:

Title: Eastern Caribbean - Social policy, monitoring and advocacy for child rights

Purpose:

The purpose of this programme element is to ensure that key child-friendly and gender-sensitive legislation, policies and budgets are based on evidence and formulated in accordance with international human rights instruments and is monitored through child-sensitive strategic data and information systems.

Planned results for 2010 were as follows:

- (i) Policy makers have improved knowledge and skills to plan and implement social policies and legislations related to children, consistent with human rights standards.*
- (ii.) At least one child budgeting initiative is implemented and evidence-based recommendations are available to advocate for child-centric policies and budgeting for children.*
- (iii.) At least four countries are using DevInfo and other initiatives for improving data collection and dissemination for programme development and analysis.*
- (iv.) Policy makers in at least three countries have increased understanding and skills to respond to child poverty, with youth-friendly forums contributing to social policy and planning processes.*
- (v.) Child and gender-centric National Disaster Management Plan developed for Trinidad and Tobago*
- (vi.) At least four Eastern Caribbean SIDS develop national CRC reports for the CRC Committee in Geneva*
- (vii.) Participatory reporting on children and women's rights/issues by youth media groups and analysis of local print and broadcast media made.*

Resources Used:

Resources used: (BECO)

Total approved for 2010 as per CPD: \$821,000

Total available for 2010 from all sources: RR- \$685,200; OR- \$534,746; Total: \$1,219,946

Any special allocations: \$184,281 – Thematic Funds (Policy, Advocacy & Partnerships)
\$280,000 - Regular Resources Global Set Aside (Social

Protection)

\$45,000 – Regular Resources Global Set Aside (H1N1 Response)
\$24,465 – Emergency Funds

Resources used: (T&T)

Total approved for 2010 as per CPD: \$1,650,000

Total available for 2010 from all sources: RR- \$222,400; OR- \$114,504; Total: \$336,904

Any special allocations: \$85,000 – Thematic Funds (Basic Education & Gender Equality)

\$10,000 – Thematic Funds (Policy, Advocacy & Partnerships)

\$19,504 – Child Protection

List of donors: National Committee - Luxembourg

United Kingdom Committee for UNICEF

Result Achieved:

Achievements against the planned results for 2010:

i. Knowledge and skills to plan and implement social policies related to children were strengthened in the Eastern Caribbean through technical assistance provided by the OECS Secretariat to countries on social policy, juvenile justice, M&E issues and through the child-rights Social Policy Toolkit, which will be launched in 2011. Seventy-three stakeholders have increased capacity to implement Social Safety Net Policy reforms and a compendium report of five social safety net assessment reports (Grenada, St. Lucia, St. Vincent & the Grenadines, St. Kitts & Nevis and Barbados) is ready for dissemination. Preparatory activities towards reform of key institutions and legislative framework commenced in Trinidad and Tobago.

ii. Advocacy for children's rights were strengthened through evidence-based recommendations coming from research e.g. an analysis of budget trends, a study on the impact of the global economic crisis and a review of the Draft National Policy on Gender and Development in Trinidad and Tobago. Also a child budgeting initiative was implemented.

iii. There were improvements in data collection, dissemination and implementation of DevInfo through the survey on "Data Assessment in the Eastern Caribbean" which identified data gaps in Health, Nutrition, Education and Protection sectors. The survey led to a tentative agreement with partners to conduct a MICS survey in Barbados and St. Lucia in 2011. Thirty-five stakeholders from the OECS Secretariat and Montserrat have increased capacity to generate knowledge and data on the situation of children and statistics to guide policy-making through multi-day training workshops. In addition, advocacy on children's issues is being disseminated through online Devinfo databases in six (6) countries (Antigua & Barbuda, Dominica, Grenada, St. Kitts & Nevis, St. Vincent & the Grenadines and Montserrat) as well as through the OECS Secretariat with support from CARICOM. Updated and disaggregated data on children was produced and disseminated through, "*Trinidad and Tobago at a Glance.*" The Situational Analysis for Barbados and Trinidad & Tobago are ongoing, the latter in partnership with UWI.

iv. The UNDAF, the MTR process and the updates of the Situational Analysis provided recent information on poverty and other issues facing children. During the MTR process, adolescent consultations were held in St. Lucia and Antigua & Barbuda to ensure the active participation of children.

v. A child and gender-centric National Disaster Management Plan was completed and presented to agency heads in Trinidad and Tobago.

vi. St. Lucia submitted its CRC Report, Grenada presented its report to the UNCRC Committee and reporting preparations are ongoing in Dominica, St. Kitts & Nevis and St. Vincent & the Grenadines. The third and fourth periodic CRC report for Trinidad and Tobago has not been completed.

vii. There is increased awareness of children's rights in Trinidad and Tobago as a result of the use of traditional and non-traditional channels (national television, online postings, PSAs, sports and traditional storytelling activities) to engage duty-bearers and rights holders on children's and women's issues. Approximately 430,000 children and over 800,000 adults were reached. In addition, 1,000 children from deprived communities became more informed about their rights through the use of copybooks featuring child-friendly articles of CRC.

Constraints to implementation include delays due to outstanding cash transfers to sub-regional partners, as well as a change in government and programme priorities in Trinidad and Tobago. There is a need to strengthen the knowledge of partners on implementation processes and place more emphasis on programme monitoring and risk assessment.

The report on "Data Assessment in the Eastern Caribbean" recommends that MICS be conducted after the 2010 round of censuses, while studies indicate that Trinidad and Tobago has invested in children but more than 80% of investment is on recurrent costs rather than on development. Expenditure tracking is necessary to determine whether children were benefitting equitably.

The most significant strategic partnerships in the sub-region were with the OECS (on social policy/protection and M&E) and CARICOM (on DevInfo). Specific to Trinidad and Tobago, key partnerships were with UWI (on research), UNECLAC (on data and emergency preparedness) and UNDP (on "*Trinidad & Tobago At A Glance*" and poverty alleviations).

Future Workplan:

Future plans for 2011:

- Completion of the MICS IV and Situational Analysis in Trinidad and Tobago to collect data on children and the MDGs,
- Trend analysis of child development and Equity Mapping to highlight equity issues using data;
- Establishment of sentinel sites in Trinidad and Tobago;
- Documentation of successful community initiatives;
- Mapping of centres of excellence and developing a knowledgebase on children;
- Strengthening of M&E systems and improving national evaluation capacity.

Title: Eastern Caribbean - Child Protection

Purpose:

This element seeks to enhance the protective environment for children in families, communities, schools and institutions reducing their exposure to all forms of violence, abuse and exploitation.

Main results expected for 2010 were:

- (i) *At least 2 countries have reformed legislation for enhanced protection of children.*
- (ii) *At least 4 countries approve and implement IHR-compliant child abuse reporting and management protocols;*
- (iii) *At least three countries provide improved access to national court diversion programmes for children in conflict with the law;*
- (iv) *Minimum standards of care for the operation of children's institutions are established and monitored in line with international standards;*

- (v) *CFS principles are understood and integrated in teacher education and in at least 50% of primary schools in at least 4 countries, focusing on use of positive disciplinary practices.*
- (vi) *Sub-regional child protection emergency preparedness and response plan is agreed with development partners and countries.*
- (vii) *Enhanced participation of women and youth groups to influence child and gender sensitive policies and programmes for violence prevention.*

Resources Used:

Resources used: (BECO)

Total approved for 2010 as per CPD: \$979,000

Total available for 2010 from all sources: RR- \$702,683; OR- \$254,047; Total: \$956,730

Any special allocations: \$172,957 – Thematic Funds (Basic Education and CFS)

\$61,825 – Thematic Funds (Child Protection)

Resources used: (T&T)

Total approved for 2010 as per CPD: \$1,650,000

Total available for 2010 from all sources: RR- \$4,416; OR- \$231,165; Total: \$235,581

Any special allocations: \$133,000 – Thematic Funds (Basic Education & Gender Equality)

\$98,166 - Child Protection

List of donors: United Kingdom Committee for UNICEF

German Committee for UNICEF

Result Achieved:

Incremental progress in the child protection sector was achieved in 2010:

i. Children's protective environment in Grenada, St. Vincent and the Grenadines and the Turks and Caicos Islands was enhanced through the passing of new Child Protection Acts based on the OECS model bills. The legislation requires *inter alia*, mandatory reporting of all forms of suspected child abuse by professionals.

ii. Children reporting abuse in Trinidad and Tobago was improved by the creation of a broad-based, coordinating Child Protection Task Force and implementation of a new reporting and referral protocol. No other country formally approved their child abuse reporting protocol, but the capacity of 221 duty bearers was improved in relation to their use of the draft protocols in Barbados, British Virgin Islands, Dominica, Grenada, St. Kitts and Nevis, and St Vincent and the Grenadines.

iii. Approximately 23.7% of male and female adolescents charged with offences are now accessing national court diversion programmes in St. Lucia, Dominica and Grenada. Children at risk of offending are also benefitting from participation in these programmes.

iv. Children in institutions are not yet benefitting from the implementation and monitoring of minimum standards of care, but work is in progress. Approximately 13,872 children in (21.5%) primary schools in Antigua and Barbuda, Barbados, Dominica and St. Lucia are participating in the positive behavioural management programme. In Trinidad and Tobago, a partnership agreed with the Commonwealth of Learning and the University of the Southern Caribbean will see the integration of CFS principles into their respective teacher education programmes.

v. Children are not yet benefitting from a consensus on child-centric modalities for emergency preparedness and response.

vii. Programming for children affected by community violence in Trinidad and Tobago was advanced further with agreement secured for testing the feasibility of the Ceasefire model aimed at community violence prevention programming. Approximately 200,000

people across the sub-region were reached with violence prevention messages as part of the UNiTE campaign to end violence against women.

In Trinidad and Tobago, implementation lagged due to elections and a change in Government, delays in new policy enunciation, and setbacks in staffing of the Children's Authority. Turnover in technical personnel in other countries impeded the policy reform process. Nevertheless, bipartisan support for Grenada's new child protection legislation demonstrated the value of extensive, non-partisan consultative processes. Similarly, dislocation caused by the impact of Hurricane Tomas in St. Lucia, curtailed the mass rollout of the CFS initiative.

A draft study on the perceptions of juvenile offenders in Barbados, Dominica and St. Lucia showed that there is a perception of higher rates of juvenile offending than actually occurs; but noted significant public support for restorative justice. These findings will inform the Office's C4D planning, and provide the basis for advocacy with Governments in reform of legal, policy and practice approaches in the administration of juvenile justice. In Trinidad and Tobago, studies on CSA, incest and implications for HIV transmission will be disseminated in a 2011 Regional Conference.

Partnering continued with the OECS Secretariat given its coordinating role between OECS countries. Its potential for influencing the modernization and harmonization of child protection policy development was evidenced by its role in securing the enactment of new child protection legislation in two countries. In Trinidad and Tobago, UWI remained a key partner for research on child sexual abuse issues, while a new partnership emerged with The Commonwealth of Learning and University of Southern Caribbean agreeing to mainstream CFS approaches into teacher training.

Following the impact of Hurricane Tomas, 800 children ages 4 -15 years in the most affected areas of St. Lucia and St. Vincent received psychosocial support through 'Return to Happiness' programming.

Future Workplan:

Plans for 2011 revolve around

- Advancing ratification of CRC Optional Protocols;
- Continued coordination and alignment of national child protection policies, legislation and systems for children and women with international human rights standards and instruments;
- Promotion of south-south exchange on key findings, best practices and lessons learned on violence against children and women programming;
- Strengthening of child-focused disaster preparedness and response;
- Expansion of community-based court diversion systems. Work on mainstreaming child friendly school principles and violence prevention programmes in schools will be consolidated within the Likeskills, HIV and Violence Prevention Element.

Title: Eastern Caribbean - HIV prevention and lifeskills

Purpose:

The element promotes positive adolescent development through the empowerment of adolescents with knowledge and skills for making informed choices on their health and well-being and the fostering of youth participation and leadership. It centres on the enhancement of education systems to deliver quality skills-based health education programmes. Integral to this is adolescent participation both within and outside of the classroom, with particular emphasis on skill development for HIV and violence prevention.

Main results planned for 2010:

- (i) *Strengthen teachers' capacity to deliver quality HFLE in schools with emphasis on curriculum and training*
- (ii) *HFLE policy updates for BVI, St. Lucia and Antigua & Barbuda and draft sports policy for Grenada*
- (iii) *Evaluation of NGO-led models for reaching "at-risk" children and adolescent outside of traditional classrooms; Strengthened community programming framework for adolescent development planning*
- (iv) *Updated framework in place for enhanced adolescent participation in secondary schools in Barbados, St. Lucia and Dominica with emphasis on student participation and youth leadership*
- (v) *At least 500 children and adolescents in community programmes in Dominica, Grenada, St. Lucia and St. Vincent have increased knowledge, skills and services to protect themselves against HIV and resolve conflicts peacefully*
- (vi) *Strengthened capacity of five NGOs to implement HIV BCC methodologies in Trinidad & Tobago*
- (vii) *Community coaches from at least 10 National Sports Organisations (NSO) accredited in sport-for-development methodology in Trinidad & Tobago*

Resources Used:

Resources used: (BECO)

Total approved for 2010 as per CPD: \$766,000

Total available for 2010 from all sources: RR- \$518,213; OR- \$124,821; Total: \$643,034

Any special allocations: \$124,821 – Thematic Funds (HIV/AIDS)

Resources used: (T&T)

Total approved for 2010 as per CPD: \$1,650,000

Total available for 2010 from all sources: RR – 0; OR- \$59,277; Total: \$59,277

Any special allocations: \$19,277 – HIV/AIDS

\$40,000 – Child Protection

List of donors:

Canadian Committee for UNICEF

United Kingdom Committee for UNICEF

Result Achieved:

Incremental progress was achieved in 2010:

i. Through support for the convening of CARICOM Regional HFLE Working Group and PANCAP annual coordination meeting, significant contributions were made to the regional monitoring of HIV prevention initiatives in and out of school. 247 HFLE teachers (87% female) from 5 countries were trained and have improved knowledge and skills to provide quality lifeskills education to children. In addition the refining and repackaging of UWI Open Campus Teacher Training Course is central to regional efforts for systemic enhancement of HFLE teachers.

ii. Antigua and Barbuda updated their 2001 HFLE Policy to reflect the recent achievement of universal secondary education. This process is on-going in the British Virgin Islands. In Grenada, the draft Sports policy is before Cabinet for approval. Exploration of the wider use of sports in adolescent development is on-going in Barbados whilst in Trinidad and Tobago, the situation analysis of HIV in education was completed and a workplan for the rollout of relevant programmes is being developed.

iii. The completion of the evaluation of NGO-led models for reaching "at-risk" children and adolescents outside of classrooms was delayed and this in turn prevented completion of the community programming framework as the evaluation was expected to generate critical information to inform this process.

iv. The CFS concept was used as a framework for enhanced adolescent participation, incorporating initiatives under lifeskills, student participation and

leadership. 100% secondary schools in St. Lucia (24 schools) and 77% in Barbados (16 schools) completed leadership training for 178 students (58% female) and 52 teachers.

v. 767 children and adolescents (54% male) from disadvantaged communities were reached through after-school and vocational programmes, emphasising HIV and violence prevention.

vi. In Trinidad and Tobago, the draft framework developed to guide implementation and monitoring of Youth Friendly Spaces is being reviewed by stakeholders and 15 representatives from 10 NGOs have enhanced knowledge and skills on BCC for HIV prevention.

vii. In Trinidad and Tobago, 800 young persons from vulnerable communities acquired knowledge about HIV prevention with the support of 106 SFD facilitators

Countries continue to be plagued by weak systems for quality assurance in the delivery of lifeskills programming. In addition the change of government in Trinidad and Tobago resulted in new priorities, contributing to implementation delays. Among these was the roll-out of BCC programming in Trinidad which was compounded by the late receipt of the BCC toolkit.

NGO-led models for reaching "at-risk" children and adolescents outside of classrooms were evaluated to identify their potential use in influencing policies on adolescent programming. Initial findings suggest that while the models filled gaps in essential adolescent services with positive outcomes for young people and UNICEF provided influence on related policy, this was not sufficiently translated into government support for the adoption of good practice.

Research on sexuality education is on-going to provide critical information on its implementation and existing challenges.

An evaluation of the MTV Staying Alive TV drama indicated that pairing media with new technologies proved effective in influencing youths' planned behaviour regarding HIV. It also generated key baseline data on the use of social media among young people, which is being used to inform programming interventions.

CARICOM continues to be a key strategic partner in the development of regional frameworks, plans and actions for the implementation of HFLE throughout the sub-region. This year saw a recommitment of partnerships with UNESCO and UNFPA, as well as with DFID-funded AID Incorporated for HIV prevention work in the British Overseas Territories. McMillan Publishers has continued to use the HFLE Curriculum Framework to produce teaching and learning materials used in schools.

UNICEF-led and supported advocacy resulted in the signing of MOU between Trinidad and Tobago and UK government to support the enhanced involvement of young people in sport for development in combating community violence and HIV.

Support was provided for hand sanitizers and replacement of learning materials destroyed in Hurricane Tomas. This facilitated continued learning of 2,339 children in 7 schools damaged by landslides.

Future Workplan:

Key actions in 2011:

- Evaluation and consolidation of CFS programming, including HFLE and student participation; on-line course HFLE Teacher training Course
- Consolidation of community-based actions to support the development and participation needs of especially vulnerable adolescents
- Capacity building for HIV and violence reduction; youth-led advocacy on HIV stigma and discrimination
- Finalisation of sexuality research and its utilization to strengthen systems for the delivery of sexuality education
- Capacity building of NGOs in T & T in use of BCC toolkit
- Conduct study role of sport for development in adolescent programming

Title: Eastern Caribbean - Early Childhood Development

Purpose:

Purpose of the Programme Component and the main results planned for 2010

In order to build strong foundations for the development of effective life skills in young children, this element emphasizes two key dimensions: (1) the improvement of the quality of learning and care in early childhood settings through the development of policy, mechanisms for governance and quality assurance, systems for professional development and curricula reform; and (2) increased access to quality ECD services by vulnerable children, to enhance developmental readiness to start primary school.

The main results planned for 2010 are :

(i) Strengthening the capacity of policy makers and key ECD stakeholders in at least seven SIDS to revise, develop, and implement policy, standards and regulatory frameworks;

(ii) Training and professional development opportunities in Child Development and Special Needs Education are available and the practical application of the HighScope interactive curriculum strengthened , with at least 300 ECD practitioners benefitting from these services in at least seven (SIDS); (iii) Quality early stimulation and early identification of risks enhanced for children birth to five years who are not accessing formal ECD services in at least six SIDS in Eastern Caribbean.

(iv) Development of national ECD strategy and communication strategy promoting ECD and improved parenting skills and practices that impact child survival, growth and development of children 0-3 years

(v) Finalise and disseminate child health passport.

Resources Used:

Resources used: (BECO)

Total approved for 2010 as per CPD: \$646,500

Total available for 2010 from all sources: RR- \$386,117; OR- \$226,185; Total: \$612,302

Any special allocations: \$226,185 – Thematic Funds (Basic Education)

\$10,000 – Child Protection

Resources used: (T&T)

Total approved for 2010 as per CPD: \$1,650,000

Total available for 2010 from all sources: RR – 0; OR- \$20,000; Total: \$20,000

Any special allocations: \$10,000 – Thematic Funds (Basic Education & Gender Equality)

\$10,000 – Child Protection

List of donors:

Canadian National Committee for UNICEF

United Kingdom National Committee for UNICEF

Result Achieved:

Incremental progress in the Early Childhood Development sector was achieved in 2010:

i. ECD policy, standards and implementation plans have been developed in 10 countries. Whilst formal approval is still pending in 5 countries, implementation processes continue in the field. At a sub regional level, coordinators developed a checklist for monitoring programme quality against the CARICOM ECD Minimum Service Standards.

ii. Capacity building initiatives for approximately 1,300 stakeholders were implemented through collaboration with national governmental and non-governmental partners in

the areas of Child Development, Special Needs Education, The HighScope Curriculum Approach, Education in Emergencies and Leadership. In Trinidad and Tobago UNICEF facilitated meetings with UWI FDCRC, SERVOL and Ministry of Education in development of parenting workshop modules and rolling out of parenting workshops in vulnerable communities to strengthen parents capacity to fulfil their obligations towards their children.

iii. Vulnerable children 0-3 years benefitted from Early Childhood Health Outreach's (ECHO) early stimulation interventions as a result of collaboration among the Government of St Vincent and the Grenadines, Caribbean Child Support Initiative (CCSI), PAHO and UNICEF. This model programme strengthened health systems by supporting early cognitive development and increased access to quality ECD services for children in 100 families.

iv. A campaign promoting the value of providing early stimulation experiences and supporting early learning through play was developed and disseminated to the public in Antigua & Barbuda, St. Vincent & the Grenadines and Turks & Caicos Islands. In addition, a communication framework is being developed with Ministry of Education in Trinidad and Tobago to disseminate information to stakeholders on the benefits of ECCE.

v. A child health passport has been developed in Trinidad and Tobago in collaboration with the Ministry of Health and UNICEF. This passport will be used as a tool to engage parents and caregivers in the active monitoring of the overall development status of their children.

While being able to successfully engage stakeholders in the consultative processes to support the policy and standards' development, the slow implementation of these plans by governments continued to be a major challenge for the ECD sector. As governments in the Eastern Caribbean struggle with the management of the economic crisis, ensuring that ECD remains at the forefront of governments' agendas is, at times, unsuccessful. Similarly, changes in the government in Trinidad and Tobago resulted in delays such as in the finalization of their Child Health Passport.

A report was prepared for World Conference on ECCE in the Caribbean Community. It concluded that significant gaps still remain in the provision of early stimulation services; developmental monitoring and early intervention systems; developmental and care services for the birth to three cohorts and; deliberate targeting of the most vulnerable and disadvantaged for access to service provision. These findings will influence programming responses for 2011.

A collaborative partnership has been developed with the OECS Education Reform Unit (OERU) and UNICEF ECO to identify supply and demand factors in improving early childhood teacher and care giver training in the Eastern Caribbean. In Trinidad and Tobago UNICEF has enhanced partnership with UWI FDCRC and the Central Statistical Office to strengthen research and analysis of data in ECD, consolidate partnerships with Ministry of Education, Ministry of Health and Ministry of People and Social Development to enhance all areas of ECD.

Following Hurricane Tomas seven (7) ECD Kits were delivered to the Ministry of Education in St. Lucia to provide 560 children with play equipment as part of the psycho-social outreach.

Future Workplan:

In 2011, the ECD programme will continue its focus on :

- Improving access to quality ECD services for the 0-5 age cohorts whilst strengthening its focus on the provision of developmental skills to support the positive transition to primary school.
- Support the development of a national Centre of Excellence to monitor the status of children 0-5 including capacity building of the statistics and research staff of UWI FDCRC in Trinidad and Tobago.
- Implementation of parenting programmes in selected communities of the most vulnerable populations in the region.

4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

The strategic objectives and priorities for UNICEF ECO, including emergency preparedness, have been defined in an inclusive and participatory manner and reflected in the AMP 2010. All staff contributed to the formulation of this tool and the strategic tasks to be undertaken and planned for 2010 were reflected in the individual PERs of the staff members.

To ensure transparent, effective and efficient programme and operations management and coordination mechanisms, the Office held eight (8) CMT meetings which were usually followed by All Staff meetings in which the CMT decisions were discussed. Furthermore, seven (7) Programme and six (6) Operations Meetings were conducted in 2010. Regular reviews of programme implementation rates and TACRO management indicators were undertaken during the year.

Major initiatives taken by the CMT during 2010 to improve operations and programme management performance:

- Application of new initiatives around travel, Contracts Review Committee and PCA
- Increase in the limit for SSFA scheduled for November 2011
- Clarification on processes for training application and approval
- Resolution on availability of funding for 2010 and 2011 for OR funded posts
- Review of programme budget implementation to carryout timely reprogramming exercises
- Implementation of a buddy system for checking on staff well-being during emergencies which is complementary to the UN warden system.
- The Emergency Preparedness and Response Plan 2010 was uploaded in the Early Warning System
- Mid Term Review exercise was jointly conducted with key partners between December 2009 and July 2010
- Participation in the drafting of the UN's Emergency Response Plan as a member of UNETT

4.1.2 Strategic Risk Management:

A risk profile was developed for the Office and mitigation strategies are to be incorporated in the Annual Management Plan for 2011. An ERM Committee was set up to review the processes as part of the response to high risk areas identified in the risk profile.

Requirements for continually testing and updating the BCP are to be addressed in PCR/IRs and the BC Plan to ensure programme delivery.

The structured approach to regularly assessing the effectiveness of controls to mitigating risks included a combination of internal audits and spot checks.

The following were identified as the key high risk areas for the office:

- UN Reform
- Predictability of Funding
- RBM measurement and Reporting on results
- Ability to Change
- Ethics and Culture
- Process, Procedures and Controls

With the following key recommendations:

- Identification of key indicators and determination of baselines
- Comprehensive review and simplification of work processes
- Lobby for greater effectiveness of interagency planning and collaboration
- Realign responsibilities to focus on lobbying policy makers to garner political will for key legislative and policy changes in favour of children
- Ensure good documentation and reporting of results to donors in order to enhance predictability of funding
- Identification of results based talent gaps and opportunities

4.1.3 Evaluation:

A detailed Integrated Monitoring and Evaluation Plan (IMEP) was developed for the 2008-2011 multi-country programme and from this plan, annual IMEPs are developed.

Two of the three planned evaluations were completed. External evaluators were identified through a transparent and competitive recruitment process. They received appropriate supervision and the deliverables received were reviewed in line with organizational standards before payment.

Capacity to plan, implement and follow-up on evaluation recommendations, through management response mechanisms, exists within the Office with the newly recruited M&E specialist. The capacity of strategic partners and national governments to undertake evaluations was strengthened through two to three day M&E training. The preparation of management response has become mandatory for all evaluations which will be followed up by the M&E specialist in conjunction with the Representative and Programme Specialists.

Findings and recommendations derived from the completed evaluations will guide the preparation of the 2011 work plans and the formulation of the new CPD (2012-2016).

4.1.4 Information Technology and Communication:

Remote connectivity services to UNICEF LAN and systems were expanded to facilitate flexible working hours through BCP/Citrix access.

Webex, video and teleconferencing and Business Everywhere facilities were utilised. The provision of ICT support to other UN Agencies and collaboration on MOSS and emergency telecommunications equipment and testing is ongoing.

UNICEF ECO provided consistent and reliable access to UNICEF corporate applications. The Office is also exploring options for connectivity to minimise downtime in the event of the failure of one or more of the local service providers in preparation for corporate initiatives to be rolled out in 2011 – 2012.

A new entrant to the telecommunications market offered a wider range of services and savings. UNICEF ECO consistently implemented the latest applications and interfaces as rolled out by HQ. Office equipment below the minimum standard to support emerging corporate applications and systems were replaced.

In Trinidad and Tobago, a review of ICT requirements by the ICT Chief in TACRO was conducted. Frequent internet disruptions and the inability to access the UNICEF LAN except via BEW impacted office performance. Recommendations to be implemented in 2011 include:

1. Moving mail files to Barbados and provide access over Citrix
2. Make a business case for adding the Trinidad and Tobago office to the UNICEF LAN.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

The Office continued to employ various strategies to maintain good relations with donors and ensure that funds received were properly managed, while maximizing opportunities for OR funding.

Donor reports, relating to Trinidad and Tobago, which were due to the Canadian and German National Committees were submitted on schedule. The Office also submitted Barbados' inputs for a TACRO report on Climate Change funding as scheduled.

The Office continued to operate in an environment where it remained difficult to mobilise funds for the Caribbean region as a whole. Consequently, under the existing CPD, only 50% of OR resources for Barbados and the Eastern Caribbean were mobilised.

However, optimum use was made of funds which were received and fund utilisation was approximately 95% for Barbados and the Eastern Caribbean and 79% for Trinidad and Tobago. Expiring 2010 PBAs recorded 99% and 100% utilisation and expenditure for Barbados and the Eastern Caribbean and Trinidad and Tobago respectively. These areas were closely monitored during regular CMT and Programme Meetings to ensure there were no unnecessary extensions of PBAs.

Efforts continued to mobilize resources. UNICEF ECO has an ongoing partnership with PriceSmart to raise funds for programmes in Trinidad and Tobago. Additionally, a generous donation to the Haiti Earthquake appeal by Sagicor, a Barbados-based international financial company, was seized as an opportunity to engage that company and other Pan Caribbean companies to invest in the region's children.

4.2.2 Management of Financial and Other Assets:

As part of the normal monitoring, internal audits were conducted in the areas of bank reconciliation, inventory, PERS and NEP.

Resources are planned and utilised based on anticipated results.

At the request of the CMT a fund raising strategy was developed to facilitate increasing the pool of available resources.

The CMT provides oversight on a quarterly basis to budget and DCT management. However, while continuing to ensure that the financial and other assets of the organisation were safeguarded, simplification exercises were implemented in the areas of Travel, CRC, PCAs and Bank Reconciliation. The aim of these exercises were to improve systems and procedures for enhanced efficiency and cost effectiveness while balancing reduced control against mitigating risk. As part of the mitigating strategies, having fully implemented HACT by 2009, post -HACT implementation field visits were

conducted to assess any areas of weaknesses or increased risk. Trinidad and Tobago however is not yet fully HACT compliant.

The Support Budget was fully utilized in the provision of support to programme delivery. RR utilisation is approximately 93% and 99% spent for Barbados and Eastern Caribbean and Trinidad and Tobago respectively while OR-R and OR-E were respectively 95% and 57%. All PBAs are utilised within specified expiry deadlines. More than 95% of all OR-E funds are utilised within the original duration with no request for extensions. There are no outstanding DCTs over 9 months for Trinidad and Tobago and 0.007% (US\$3,296) for Barbados and Eastern Caribbean. Efficiency gains and cost savings were realised in the areas of VOIP, IPSEC and travel services.

4.2.3 Supply:

As a result of programming within Middle Income Countries, the Office does not deal with the volume of supplies. The value of supply procurement for Barbados and Eastern Caribbean is \$397,468 (10%) and for Trinidad and Tobago \$62,123 (0.05%) of the overall MCP budget. The procurement types most utilized are local and direct as they consistently prove to be quicker and more efficient in view of the programming realities. Local procurement accounted for Barbados and Eastern Caribbean \$79,497 (20%) while direct procurement totalled \$61,845 (15%) respectively of the total supply throughput. For Trinidad and Tobago the local procurement amounted \$ 57,938 (93%) and direct procurement \$4,185 (7%).

Emergency preparedness and response interventions related to the aftermath of Hurricane Tomas in St. Lucia and St. Vincent and the Grenadines. Under the UNECDG coordinated response actions and joint funding is undertaken with PAHO and UNFPA for St. Lucia. Response to H1N1 focused on the provision of soap and soap dispensers in 33 schools covering Antigua & Barbuda, Barbados, Dominica and St. Lucia. This represented 65% of total emergency funding available (\$259,126).

Requests for procurement services are often below the minimum amount with respect to quantity and budget stipulated by Supply Division. Coordination of procurement services presents several challenges related to the frequent changes in government personnel and the need for training/retraining in related procedures. Decisions taken by the CMT include the continued streamlining of: (i) the supply plan; and (ii) procedures for pre-positioning emergency supplies, inventory management and distribution of materials to counterparts.

Local procurement tends to be most effective especially in consideration of after-service delivery and maintenance arrangements. Related to the economic crisis there has been a reduction in the availability of comparable suppliers in terms of quality or reliability. Market developments indicate a shift in how some suppliers seek to gain a competitive advantage. No in-country warehousing arrangements are in place. The Office depends on regional carriers who smoothly deliver supplies to end users. Monitoring visits are undertaken when reviewing programme implementation. Planned visits related to IPSAS preparations have been rescheduled to 2011.

4.3 Human Resource Capacity:

With the arrival of the Planning, M&E Specialist the office now has its full complement of staff. However, the extra-ordinary demands of a multi-country programme require resources, both human and financial, which stretch current capacity beyond their limit thereby creating gaps.

In an effort to fill these gaps the office employed a combination of Consultants, Interns and Volunteers.

Deficiencies in key competencies in the areas of IPSAS, CBI, foreign languages and supervisor skills were addressed with staff benefiting from both face to face and online

training. In addition, most staff members have now completed the on-line course prevention of workplace harassment.

PER objectives were mostly completed on time and discussions were held to review progress against set objectives with most staff having met some of their learning needs as planned in their respective PERs.

Staff development activities were utilised to address team building and managing change in an effort to enhance the overall efficiency and effectiveness of the Office.

Staff members are aware of counselling services including staff peer counsel and other locally contracted facilitators.

With the implementation of UN Cares minimum standards in the workplace the office continues to distribute male and female condoms.

In addition, staff in Trinidad and Tobago as part of promoting a caring and supportive working environment participated with the Red Cross in a one day CPR and first aid training, and health and wellness sessions which focus on promoting team building and healthier lifestyles.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

Efficiency and cost saving gains were achieved in the following areas:

VOIP – The benefits of implementing VOIP were fully realised with a 20% saving on regional overseas calls and 50% on international calls or approximately US\$ 15,000 per year.

Travel Services – The new UN travel contract was awarded to two service providers and this afforded the options of cheaper travel costs as a result of options for selecting the lower cost between the two. The cost savings from this are expected to be in the region of 5-10%.

IPSEC – The office switched from SITA MPLS to IPSEC managed by SITA resulting in a monthly savings of US\$ 1,800.

4.4.2 Changes in AMP:

Significant changes expected to be incorporated in 2011 Annual Management Plan include:

- End cycle review 2008 – 2011 with partners to review the results achieved for children in the current programme cycle and agree on the operationalising of the new country programme 2012 – 2016
- IPSAS related activities:
 - Data migration
 - Opening balance testing and creation re: inventories, equipment, vendors etc
 - Collecting and testing of new/improved tools and data re: IPSAS
 - Interim and final audit closure process
- VISION Implementation
 - Building Support Structure & Planning.
 - Nomination of Country Office Coordinator.
 - Nomination of VISION Core Group (selected system users).
 - Incorporation of VISION in Office Annual Management Plan.
 - Incorporate VISION activities into Staff members PERs.
 - System Users and Roles.
 - Data Migration and Cleansing.

- VISION Training Plan.
- IPSAS Compliance.
- Human Resources: SAP & HR Payroll rollout.
- Incorporation of Trinidad and Tobago in Programming and Operations activities
- Development of CPD, CPMP and CPAP 2012-2016

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. *Data assessment for the Eastern Caribbean Region*
2. *Mid Term Review Report*
3. *Assessment of Use of H1N1 materials in Dominica & St. Lucia*
4. *Budgeting: Impact of Global Economic Crisis on National Budgets and Social Services (Trinidad and Tobago)*
5. *Budget Analysis for Child Sensitivity*
6. *Mapping for Centres of Knowledge and Specialists in Relation to Children's and Women's Rights in Trinidad and Tobago*
7. *Promoting child rights through sport and storytelling*
8. *Child Poverty in Laventille*

5.2 List of Other Publications

1. *In Touch*
2. *Child Sexual Abuse in the Eastern Caribbean*

6. INNOVATION & LESSONS LEARNED:

Title: *Promoting Change Through Meaningful Adolescent Participation*

Contact Person: Elaine King (eking@unicef.org); Lisa McClean Trotman (lmccleantrtman@unicef.org)

Abstract:

This intervention shows that when given the space adolescents' from disadvantaged populations can themselves be their most powerful advocates for policy and programme changes. However, it is important that their participation in this manner is done in a sensitive way and that all partners in the process fully understand the context of their engagement. The involvement of adolescents in this regard is a strategy that should utilize more by UNICEF in reaching policy makers.

Innovation or Lessons Learned:

Lesson learnt:

The main lesson learnt is that when given the space adolescents' themselves can be their most powerful advocates for policy and programme changes.

However, it is important that this is done in a sensitive way and that all partners in the process fully understand the context of engagement of adolescents.

Potential Application:

UNICEF will need to strategize how it can better integrate this approach for bringing about policy changes.

Issue/Background:

Adolescents in the Eastern Caribbean face many issues which can impact on their ability to live and grow to reach their full potential. These include but are not limited to early

pregnancy which most often than not hinders teen mothers' continuation of their formal educations; drugs, gangs; violence and HIV.

In the past, UNICEF Eastern Caribbean Office portrayed their issues through reports, through statistics without often giving policy makers the human face to the problem. This to some extent has hindered UNICEF's advocacy with policy makers in terms of getting them to implement with urgency children and youth-friendly policies.

Strategy and Implementation:

In light of this, as part of its strategy to reach policy makers more effectively UNICEF ECO decided to let policy makers hear more directly from disadvantaged adolescent boys and girls.

Using the opportunity of the MTR meeting held in St. Kitts and Nevis in June 2010, UNICEF, working in collaboration with the Ministry of Education, included on its MTR agenda a panel session entitled "Voices of Adolescents".

During this session, adolescents with myriad challenges (including teen motherhood; gang membership, poverty), voluntarily shared their reality with Ministers representing social sector Ministries from the 10 Eastern Caribbean countries. Participation was with the support of guidance counsellors.

Progress and Results:

Progress and Result:

The session left a strong impact and memorable impression with participants and as a result for example, the Ministers of Education of Antigua and Barbuda and Barbados have subsequently begun work on their national policies on the return of teen mothers to school.

Some concern was expressed about whether the approach could be considered as exploitative of children.

Next Steps:

During the upcoming year and in the next programme cycle UNICEF Eastern Caribbean Office will continue to use strategic opportunities where adolescents' voices can be used to support UNICEF's advocacy efforts with policy makers.

7 SOUTH-SOUTH COOPERATION:

South-South Cooperation remains a critical implementation strategy for this country office which manages a programme of cooperation covering 11 sovereign states. Significant examples of this process in 2010 were as follows:

1. Study Tour of the Child Care Board, Barbados by four members of the Child Welfare Authority, Grenada has resulted in the strategic review of the Grenada operations and recommendations for the restructuring and re-tooling of staff to better carry out the child protection mandate entrusted to the agency. This restructuring will also take into account the legislative demands imposed by the new Child care and Protection Act 2010 which makes reporting mandatory the reporting of suspected cases of child abuse professionals.
2. Study Tour of the Director of the Child Care Board to St. Kitts and Nevis' Early Childhood Development programme resulted in an institutional review of the former's ECD programme which showed significant stagnation in this area of programming particularly as it relates to the stimulation of children. Independent assessments of

the centres conducted by UNICEF showed significantly low levels of interaction between caregivers and children in state-run day care centres. This has resulted in a proposal for the restructuring of the monitoring and supervision of the Board's day care centres in the next financial year.

3. Psychosocial programming for boys and girls, ages 4 through 15 years living in communities most impacted by the passage of Hurricane Tomas in St. Lucia and St. Vincent and the Grenadines was run by community facilitators who were trained in the Return to Happiness methodology by trainers from Dominica and Grenada.
4. Other Caribbean countries and Ghana are beginning to adopt some of the strategies being implemented that is resulting in a growing reduction in demand for the use of corporal punishment in classrooms.
5. UNICEF support for the transshipment costs associated with free ARVs from Brazil ensures that HIV infected children and families in OECS countries continue to receive critical ART to ensure their optimal health.