Executive Summary

While the eight independent states and three British Overseas Territories covered by the UNICEF Eastern Caribbean Office in 2011 are high on the UN Human Development Index and have made significant progress towards achieving the Millennium Development Goals, there are still significant national factors which place an estimated 500,000 sub-regional children among the disadvantaged.

During the course of 2011 the Office made significant headway in defining the equity agenda in the Small Island Developing States to better support partners in governments and the non-state sectors to respond to the needs of disadvantaged girls and boys. Through its new multi-country programme for 2012-2016, UNICEF ECO and its partners agreed to ensure that equity-sensitive national policies, programmes and budget allocations are made based on reliable, disaggregated data in line with the actual situation of children and internationally agreed goals. They also agreed to develop national policies, laws and institutions to ensure positive development and protection of all girls and boys, especially those who are income poor and vulnerable to neglect, violence, exploitation and all forms of discrimination.

Some key achievements included: (1) St Vincent and the Grenadines ratified the CRC Optional Protocol on the Involvement of Children in Armed Conflict, St Lucia signed both CRC Optional Protocols, the Cabinet of Grenada approved ratification of both Optional Protocols; (2) St. Lucia submitted their State CRC Report and the British Overseas territories submitted their State CEDAW report; (3) The Status of Children and Child Justice Bills went before Parliament in Grenada, while Trinidad and Tobago proclaimed one of seven pieces in the children's legislation package and Antigua and Barbuda agreed to enact and test the model bills as they pilot the new Family Division Court; (4) The creation of a new Ministry for Gender, Youth and Child Development in Trinidad and Tobago; (5)The roll-out of the child-friendly school approach in four countries and over 100 schools, (6) The first-ever MICS in Barbados and St Lucia were initiated, while it rolled out for the second time in Trinidad & Tobago and (7) Dominica declared 2012 as the Year for Universal Early Childhood Education.

Significant Shortfalls included: (1) The continued absence of reliable, disaggregated data on the situation of girls and boys in Eastern Caribbean and the lack of national monitoring and evaluation systems; (2) Despite some positive movement, several states such as Barbados, Antigua and Barbuda, Dominica, St. Vincent and the Grenadines, St. Kitts and Nevis and Trinidad and Tobago, continued to lag behind in their CRC reporting obligations.

Important Collaborative Partnership: UNICEF maintains critical strategic partnerships and collaborative relationships with: (1) the Caribbean Development Bank and CARICOM on the continual roll-out of DevInfo; (2) the OECS Secretariat on social protection, child protection and early childhood development initiatives across several states; (3) the World bank on social protection, education data and M&E systems for non-governmental organization (4) faith-based organisations on the Day of Prayer and Action for Children; (5) UNWOMEN and UNFPA for the execution of the MICS in Barbados and St. Lucia.

Country Situation

The 11 Small Island Developing States covered by UNICEF ECO continued to be buffeted by the global economic crisis which further exposed the inherent structural weakness of the small, open and dependent economies and potentially slowed progress towards meeting the MDGs.

With the exception of St. Lucia, Turks and Caicos Islands and the British Virgin Islands, which recorded growth ranging from a marginal .05 per cent to a moderate 3.6 per cent, all other countries in the Eastern Caribbean area recorded decreases in economic output, ranging from one per cent to 8.5 per cent over the past year. Antigua & Barbuda has suffered a significant drop of 13 places (from 47th to 60th) in the United

Nations 2011 indices which measure human development. Among the disadvantaged children in the Eastern Caribbean context are girl and boys who live in income poor families and those at risk of violence, abuse, exploitation and discrimination.
Source: *Caribbean Development Bank* -
http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/7A49A6A2596053E6042577370048E45B/$File
Source: http://www.channelstv.com

As a means of coping with reduced earnings, several of the governments increased borrowing, resulting in high and unsustainable **national debt** profiles. For example in June the IMF estimated St. Kitts and Nevis' debt to be 200 per cent of GDP – one of the highest in the world.
Source *IMF* http://www.imf.org/external/np/sec/pr/2011/pr11295.htm

The **decline in economic** output resulted in countries reducing their public spending by almost one-third, thereby exposing the sub-region's most disadvantaged to further hardships. While no updated national poverty assessments have been completed since the onset of the economic downturn, it is projected that the reduced spending and downturn in economic activity would have impacted severely on female-headed households and disadvantaged communities.
The protracted weakness in economic activity was reflected in severe labour market dislocation in terms of employment and wages. Throughout the Eastern Caribbean sub-region, rising levels of **unemployment**, reduced working hours and wage cuts or wage freezes, were features of the economic and social environment. For example the rate of unemployment in Barbados rose from 6.7 per cent in 2007 to 12.1 per cent by June 2011, while an increased number of workers were subjected to reduced work hours, especially in the key tourism sector.
Source IMF http://www.imf.org/external/np/sec/pn/2011/pn11153.htm.

Rising unemployment and reduced earning capacity resulted in increased dependence on the many social safety net programmes in the Eastern Caribbean that endeavour to mitigate particular vulnerabilities. However, due to governments' financial constraints and focus, coverage of social safety net programmes was far from universal.

Coupled with the fact that the **social protection** systems have been found to be uncoordinated, inefficient and in many cases, poorly targeted, they remained unable to reach a majority of the sub-region's income poor and disadvantaged women and children. Over the course of the year UNICEF ECO began work with some of the governments to streamline these programmes to meet the needs of vulnerable children and their families.
Source: *UNICEF/UN Women/World Bank Social Safety Net Assessments*.
http://www.unicef.org/barbados/resources_66.htm

Crime and violence remained a challenge in the region, particularly in Trinidad and Tobago where the rising threat of crime resulted in the government introducing a 106-day national State of Emergency and accompanying curfew in selected communities. While leading to a general reduction of serious crime and increased sense of security on the part of many, the State of Emergency contributed to financial losses amongst working class women and women who are small and micro entrepreneurs and their families. (*Source UNICEF ECO Assessment*)

The Composite Commonwealth Vulnerability Index lists Eastern Caribbean SIDS among the most vulnerable in the world as a direct result of the prevalence of **natural disasters** and potential fallout from global warming, but they were spared any devastating impact of hurricanes or other major disasters in 2011. However the effects of Hurricane Tomas in St Lucia in 2010 remained for some families, with affected residents of one community still being housed in a temporary emergency shelter.
The regional mechanism to respond to emergencies, through the Caribbean Disaster Emergency Management Agency (CDEMA), was strengthened with a refocus on mitigation and disaster management, rather than the previous focus on disaster response.
Despite the many economic and social challenges facing the sub-region, the Eastern Caribbean continued to boast of a **stable political environment**. General elections in BVI Anguilla and St Lucia resulted in new

governments and a smooth transition of power to the main opposition parties.

Several states also took concrete steps to honour their international commitment to securing the rights of all girls and boys. St Vincent and the Grenadines, which had previously ratified the CRC Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography, ratified the Optional Protocol on Children in Armed Conflict; St Lucia signed both optional CRC Protocols; and the Grenada Cabinet gave its approval for the country to sign both Optional Protocols.

The reform of child protection laws moved forward in Grenada with legislation on the Status of Children and Child Justice going before Parliament; the Government of Antigua and Barbuda agreed that the UNICEF-supported OECS child protection model bills would be enacted and tested when the country pilots the new Family Division of the Court from January 2012.

Additionally, the Government of Dominican declared 2012 as their International Year of Early Childhood Education and revealed plans to introduce universal early childhood education; St. Lucia's new administration listed reform high on its agenda; and in Trinidad and Tobago, Government prioritized the welfare of children through the creation of a Ministry of Gender, Youth and Child Development and operationalized the Children's Authority.

Who are the deprived children in your country context?
The most disadvantaged girls and boys in the Eastern Caribbean Area include an estimated 500,000 children, which represent an estimated 35% of all children, from income poor families, as well as non-income poor children from rural areas and outlying islands within island states; those at risk of violence, abuse, exploitation and discrimination- such as boys who have dropped out of school, street children, children in conflict with the law, children in institutions, children affected by migration, indigenous children in Dominica, children affected by HIV and children with disabilities. Furthermore, women and young girls in the Eastern Caribbean are subject to inequalities between household members in distribution of power and resources, unequal pay, women's disproportionate representation in insecure and poorly paid employment, gender-based violence, physical insecurity, and in some cases discriminatory legislation. Approximately 50 per cent of all households (one million) in the sub-region are headed by women. In Grenada, for example, 40 per cent of children living in non-nuclear households live with their mothers only, compared to three per cent who live with their fathers only.

Some of the causes and main drivers of the inequities faced by these children include: (1) intergenerational poverty, (2) the economic crisis causing rising unemployment and decrease in expenditure of social budgets, (3) universal schemes and policies that do not focus on equity and (3) entrenched cultural behaviours and practices, especially as it relates to child protection issues.

Data/Evidence
The multi- country programme (MCP) is further advancing the equity agenda in various ways. The first generation of MICS was rolled out in Barbados and St. Lucia. Anticipated blind spots in the survey data are being complemented by supplementary tools such as focus group discussions, semi-structure interviews, appreciative enquiries and rapid assessments with members of target groups. Indicators and baselines to monitor and evaluate progress in service delivery to the most deprived child populations were established for the new Multi-Country Programme. Meanwhile, in the absence of country information on birth registration rates, a simple questionnaire answered by governments highlighted significant numbers of children in the Dominica, Grenada, St Lucia and St Vincent & the Grenadines not fully registered with a name. The MCP used opportunities of the Regional Director's equity funds for birth registration, advocacy and experience–sharing from the wider LAC region to address this issue. Mobile campaigns were established to reach full birth registration coverage by 2014 and build national capacity for ongoing registration in the country. Ground breaking work in partnership with the Work Bank and UN agencies, which investigated the inefficiencies of existing social safety net policies and programmes in countries, established work on social protection reforms that are more child and gender sensitive.

Deprived children, families and groups are being identified and analysed through research, studies, assessment and through the collection of secondary data. There is, however, still a great deal to be done to develop sound, accurate and up-to-date social data on the situation of all girls and boys in the Eastern Caribbean. The 2012-2016 multi-country programme will roll-out the MICS with the support of the OECS Secretariat and other partners, recently initiated in St. Lucia and Barbados for the first time, as well as work with Governments in the Education, Protection and Health sectors to strengthen their administrative data systems, M&E and analytical capacity with the use of DevInfo. UNICEF will also work with counterparts to develop realistic and tangible baselines and consistent monitoring capacity.

Monitoring Mechanism

It has been a challenge to measure results that are specific to the most disadvantaged groups in the Eastern Caribbean, especially when basic data on how many they are, their age groups, gender and geographic location is not available, out-dated, or un-disaggregated. The Eastern Caribbean covered by UNICEF is made up of 11 non land-locked countries with staff based in only two countries. At the national level, the emphasis on economic policies for development with limited attention to social data and statistics is another underlying factor contributing to non-availability of up-to-date and disaggregated data on the situation of children and women, while limited fiscal space and resource constraint, due to high debt burdens, poor economic growth and effects of the global financial crisis continues are the root cause of the data problems. Relatively weak national capacity for monitoring and evaluation, poor culture of monitoring and evaluation, and low-demand for social data are some of the immediate causes of the problem.

Secondary data on to the different disadvantaged groups is being collected by island nation, gender, age-group and geographic location. The database to be created will facilitate planning, support disaster risk reduction and the fulfillment of UNICEF's Core Commitment to Children in Humanitarian Situations. This data is available for eight of the 11 countries covered by the Eastern Caribbean Office and has been uploaded to the Early Warning Early Action system.

The Mid-Term Review of the 2008-2011 CPAP in 2010 necessitated improvements to result statements and corresponding baseline data collection in 2011. In developing the 2012-2016 CPAP, the results, baselines, targets, indicators, risks and assumptions were thoroughly reviewed and the responsible persons, data sources and frequency of collection of baselines, targets and results have been clarified. Funding has also been set aside within each programme element to cover the cost of regular and some of the additional (Level 3) monitoring of progress A knowledge management system that facilitates management, analysis, sharing, use and re-use of knowledge generated from studies, surveys, evaluation, and research is planned for the new programme cycle. A new position of Chief M&E was created and consultants, junior professional and interns will be recruited, while strategic partnerships will be strengthened and sought with CDB, UNECLAC, the World Bank, UNDP and UNFPA to work in-country but also regionally with the OECS Secretariat and CARICOM on the roll-out of the MICS in the various islands, harmonizing data and survey instruments, supporting the strengthening of administrative registries in the ministries of Education, Health and Social Services and hereby establishing national M&E systems using the DevInfo as the national platform. Furthermore, all IR have devoted funds to the monitoring of the outcomes and indicators of the planned results.

Support to National Planning

Eastern Caribbean governments have National Strategic Plans which clearly set out their development strategies. These fully integrate MDG objectives as well as the goals enshrined in the international instruments to which the countries have committed themselves and employ a range of strategies for the monitoring of these commitments. Governments have largely moved towards more results-based management for their budgeting processes within the framework of Public Sector Investment Plans, however, this process still requires further refining for greater efficiency and effectiveness.

Barbados' tripartite social partnership approach to governance has been noted as a good practice where successive Social Partnership protocols have been used to monitor and address human development issues, including areas such as poverty eradication, child labour, persons with disabilities, environment, crime and health.

Various regional partnerships have been established to help move towards the achievement of national, regional and international goals. Among these is, for example, the Pan-Caribbean Partnership Against HIV/AIDS (PANCAP) which comprises CARICOM states as well as regional and international partners. This body meets systematically to review and guide actions to achieve HIV-related goals.

The collation and analysis of key social data to comply with international reporting requirements is another mechanism used by governments to monitor progress. However, the weakness in the availability of key social data has been a challenge and this resulted in current efforts towards greater systemization of the process for the collection, collation and analysis of data for enhanced monitoring, programming and policy development.

Countries routinely prepare and submit progress reports for funds provided by UNICEF and in recent time efforts have been made to develop common monitoring frameworks, such as for the Child Friendly School Initiative, which would ensure greater consistency of monitoring outcomes and quality assurance indicators across countries.

In the new the Multi Country Programme 2012-2016 will assist countries through further engaging in national led-evaluations in key sectoral areas such as education and protection as well as M&E capacity building through technical assistance

Country Programme Analytical Overview

The highest level result planned in the CPAP is that "by 2011, the rights of all children in 12 countries of the Eastern Caribbean are enhanced by fostering an enabling and protective environment, reducing children's vulnerability to social risks and enhancing their participation".

Baseline indicators show that two regional organizations and 5/12 countries, already have online disaggregated monitoring systems for tracking the situation of children, women and their families. In 2011, technical support was provided to Barbados to develop a Census database (CensusInfo) and a socio-economic database (BIMInfo) and to Grenada in capacity building for staff and update of its SpiceIsleInfo database. To foster regional data integration and harmonization, the technical capacity of 14/18 CARICOM member states was strengthened through a regional training on CensusInfo/DevInfo database systems and development of a regional CensusInfo template and action plans.

Key programme strategies from 2008-2011 included: (a) rights and evidence-based approaches to advocacy and leveraging of funds with decision-makers and donors for improved social programmes and budgets for children; (b) public education and behaviour change communication with a special focus on raising awareness of the vulnerabilities of young girls; (c) capacity building of children, families, communities, institutions and other duty-bearers for self-protection and self-determination; (d) participation of girls, boys and women through

The revised key programme strategies for the 2012-2016 multi-country programme for the Eastern Caribbean Area 2012-2016, which are guided by the principle of human rights programming and gender equality in line with the CRC and CEDAW, will include: **(a)** collection of up-to-date data and strengthening administrative data systems on children at national and subregional levels; **(b)** a strong equity agenda with a focus on the most disadvantaged girls and boys in all 12 countries; **(c)** innovative state models and

initiatives in four prioritized countries – those with the lowest level of gross national product, **(d)** South-South sharing with other Eastern Caribbean countries through the strategic partnership with CARICOM and the OECS Secretariat to support scaling up of systematic approaches in ECD, education and child protection; **(e)** promoting a protective environment and disaster risk reduction; **(f)** enhancing the capacity of potential Eastern Caribbean Centres of Excellence in advocacy, research and analysis, **(g)** public education and behaviour change communication with a special focus on raising awareness of the vulnerabilities of young girls; and **(h)** joint programming with UN Agencies, IFIs, development partners, Universities and civil society. These new programme strategies for UNICEF will aim to position children high on the post-Millennium Development Goals agenda in the Eastern Caribbean.

Effective Advocacy

Partially met benchmarks

UNICEF ECO utilised a strategic selection of approaches, both in private with policy makers and in public across multiple platforms, to contribute to the realisation of the rights of children, especially those identified as being the most vulnerable.

Focused dialogue with Eastern Caribbean States to ratify the CRC Optional Protocols on the Sale of Children, Child Prostitution and Child Pornography and the Optional Protocol on the Involvement of Children in Armed Conflict yielded success. The engagement lead to St. Lucia signing both Optional Protocols; St Vincent and the Grenadines ratifying the remaining protocol; while Grenada gave official notification of its intent to ratify both protocols.

The Office also undertook advocacy with Eastern Caribbean governments to fill the significant data gaps on the situation of children in the Eastern Caribbean, thereby enhancing states' and partners' ability to identify and respond to the needs of the most disadvantaged sections of the child population. This resulted in Cabinet approval and the eventual roll-out of Multiple Indicator Cluster Surveys in Barbados and St Lucia for the first time.

Rights holders were also directly engaged to advocate for the realisation of their rights. The findings of studies done in 2010, in particular "They Say I Have Rights: an Introductory Qualitative Analysis of Adolescents in the Caribbean" and "Participation by Teens in School-Based Clubs", were employed as key parts of the strategy to involve rights holders in advocating to policy makers and other stakeholders.

The Office also took advantage of special occasions, such as the World Day of Prayer and Action, and the launch of special reports such as the flagship State of the World's Children's Report to mobilise relevant stakeholders and draw national attention to particular challenges to the realisation of children's rights.

Through this strategy adolescent stakeholders in three Eastern Caribbean countries were trained to use the traditional mass media and new media platforms to advocate to duty bearers to remove remaining stumbling blocks to the full realisation of rights in the subregion.

In Barbados primary and secondary schools students were engaged in national essay and poster competitions on their interpretation of the Convention on the Rights of the Child and its relevance to their survival, development and protection.

Changes in Public Policy

Some governments in the Eastern Caribbean have initiated action coming out of the UNICEF-supported Social Safety Net Assessment, which in 2010, highlighted that the social protection systems have been uncoordinated, inefficient and in many cases poorly targeted and remained unable to reach a majority of the sub-region's income poor and disadvantaged children and women in the Eastern Caribbean.. The governments of Grenada and St. Kitts & Nevis are developing National Social Safety Net Policy Framework and National Social Protection Policy Framework respectively. Simultaneously, Grenada, St. Kitts and Nevis, Antigua and Barbuda and St. Vincent and Grenadines are proceeding ahead with development of central registry system in their respective countries.

Child Protection policy has also progressed in Grenada where two additional bills concern the Status of Children Bill and Child Justice Bill going before the Parliament. The debate on age of marriage came also under spotlight in Trinidad and Tobago and Ministry of Gender, Youth and Child Development is working to propose new set of laws in the parliament. Similarly, Ministry developed National Strategic Plan for Child Development that outlines key priorities for the child development in Trinidad and Tobago. Another key public policy milestone is the development and establishing minimum standards for boys and girls in alternative care in the Eastern Caribbean area.

In Dominica government signaled its intention to advance its early childhood development agenda through its declaration of 2012 as the year of Universal Early Childhood Education and made preparations to make the necessary budget and other allocations to make this target a reality.

In Trinidad and Tobago, the government also continued with policy initiatives which could result in the interests of children being placed on the national agenda. This was consolidated in 2011 with the creation of a new Ministry responsible for child protection issues. However, a four-month state of emergency significantly impacted programming there.

Leveraging Resources

UNICEF ECO continued to operate in an environment where it remained difficult to mobilize funds for the Caribbean from traditional international donors. However, the following approaches were employed:

·   Fundraising packages and proposals targeting traditional donors such as UNICEF National Committees and multilateral funding agencies, including DFID, CIDA and the EU, were developed and shared. Among the results in this area were the funding of a "Sports for Development" initiative in Trinidad and Tobago by the UK National Committee and the Canadian National Committee's funding of an adolescent development programme in four countries covered by the Office.

·   The Office continued to show development partners and UNICEF colleagues in the regional Office and in New York the impact of its programmes on children. This strategy also resulted in the receipt of additional thematic grant funds, especially in the areas of Child Protection and Education.

·   Engagement with the private sector yielded minimal results, but the Office began to readjust its priorities and initiated action to leverage resources for children through an increased focus on Corporate Social Responsibility with the private sector. The main beneficial partnership with the private sector was with Pricesmart, which continued to raise funds for children in Trinidad and Tobago. A first step in this focused engagement with the private sector in the Eastern Caribbean was a private sector CSR study in Trinidad and Tobago, which is recognized as being the English-speaking Caribbean's largest and most vibrant economy. It is also the home base to many pan-Caribbean companies, especially in the banking, retail trade and manufacturing sectors. This UNICEF study surveyed and analysed child-sensitive CSR initiatives and potential for deeper engagement and will form the basis of the Office's CSR strategy.

The Office also sought to mobilize other partners to commit funds to remove some of the remaining stumbling blocks to the realization of children's rights in the subregion. These included: (a) Advocacy with

the Caribbean Development Bank resulted in the Bank committing US $1.8 million to support the development and implementation of DevInfo platforms in 12 Eastern Caribbean countries as part of efforts to improve national data systems on children. This is expected to greatly facilitate reporting on internationally-agreed development agreements such as the MDGs and the CRC; (b) Coming out of a UNICEF-commissioned comprehensive child sexual abuse study in six Eastern Caribbean countries, the University of Huddersfield committed funds and sought other private sector funds to implement child protection interventions in select countries; (c)As part of the Child Friendly School initiative UNICEF is partnering with the Brewster Trust to introduce sports into schools as a tool to contribute to the development of adolescent males and keep them connected to school; (d) As a result of national social safety net assessments and the active involvement of partners by UNICEF, the World Bank and EU have provide grant and budget support to the on-going national social protection reforms initiated by the reports in Grenada, Antigua and Barbuda and St. Kitts and Nevis.

Capacity Development

Partially met benchmarks

UNICEF ECO engaged partners to build capacity in a number of critical areas. These included:

1)   In collaboration with the OECS engaged Education Planners and Early Childhood Coordinators in a sub-regional training workshop which focused on the processes which are necessary in the formulation of National Strategic Plans (NSPs). These plans are being developed with the view on increasing ECD access throughout the subregion and adopting a harmonized framework across countries.

2)   In order to ascertain how well the rights of boys and girls to education following an emergency/ disaster are reflected in education policies and plans, UNICEF supported a review of plans in Grenada, St. Lucia,   St. Vincent & the Grenadines, St. Kitts & Nevis and Montserrat as well as those of the Caribbean Disaster Management Agency (CDEMA) . Following the assessment of the education policies / plans, which revealed that the timely return to education was not identified as a key priority for countries, training workshops were convened with Stakeholders. The focus was to identify priority strategies and concrete actions to strengthen existing plans to support the provision of education following an emergency or disaster.

3)   Training on M&E was provided to 89 government partners in Dominica, St. Vincent & the Grenadines, and Grenada to strengthen national capacities and close the technical capacity gaps among duty-bearers, with obligations towards the fulfilment of the rights of children.

4)   About 35 child-protection stakeholders in Dominica have received technical capacity building on how to establish a Child protection database and the database has been developed using DevInfo.

5)   Technical capacity building has been provided to about 150 persons from Central Statistics Office and line ministries as part of the MICS survey being conducted St. Lucia (50), Barbados (30) and Trinidad & Tobago (70)

6)   A regional workshop on Central Beneficiary Registry/MIS system has strengthened national capacity (38 persons from the 10 OECS countries) to establish and maintain effective and efficient social protection systems. In supporting reform efforts in 2011, UNICEF assisted St. Kitts & Nevis in developing a National Social Protection Strategy, and Grenada in the development of a Social Safety Net Policy framework.

7)   The OECS Secretariat was supported with additional capacity in the area of protection- both social and child protection in order to support sub-regional harmonization and information sharing initiatives

among member countries in the areas of child-sensitive social protection reforms and children in detention centres.

8)   The Ministries of Education in Barbados, Antigua and Barbuda, Dominica and St. Lucia were supported with additional capacity for the roll-out of the child-friendly school approach in their countries.

9) By linking up with the World Bank, some of the UNICEF's NGO partners in Dominica and Grenada, received support in strengthening their international registry and M&E systems in order to show and measure results for the most disadvantaged children, which they serve for policy advocacy

Communication For Development

Mostly met benchmarks

C4D continued to be mainstreamed across ECD, Adolescent and Lifeskills and the Child Protection elements. One of the key objectives was to support partners to develop strategies and implement activities that would lead to the behavioural change in favour of the protection of children across the life cycle among all strata's of society. These strategies were influenced by social and behavioural information from research conducted on child sexual abuse in six Eastern Caribbean countries.

This strategy involved :
1) capacity building with key opinion leaders who were identified in the research as having a major role to play in the fight against child abuse. Religious leaders and journalists from three countries were trained on what child abuse is and what they can do to prevent it including developing codes of conduct for preventing and managing child sexual abuse.

 2) development and pre-testing of messages for a child abuse prevention campaign aimed at: a) mothers and b) males in general. The selection of these two target groups was based on the findings of the research, which showed that the behaviours of mothers helped to perpetuate child abuse. For example, mothers often did not believe their children and tended not to report cases. The research also showed that males were the main perpetrators and some of them have mis-perceptions about what is child abuse and who is a child. Some behaviour was also fuelled by misperceptions of "masculinity." In this regard a sub-regional campaign called "believe" was developed by UNICEF, in collaboration with child protection departments in the Eastern Caribbean. This campaign targeted mothers and the key messages were to: believe your children when they confided that they have been abused; report cases of abuse to the relevant authorities and not to accept "gifts" in exchange for not reporting suspected cases of abuse. A separate campaign called "real man" was also developed targeting men. The key messages was "a *real man protects children not harms them"* and sought to address notions of masculinity in relation to child abuse. These messages were pre-tested with a sample of the target groups before they were launched in the Eastern Caribbean countries.

3) Development of child appropriate materials on abuse for use in pre-schools and in primary schools in the Self and Interpersonal Communication module of the Health and Family Life Education (HFLE) course which is taught in schools. These materials focused on educating children about what actions constitute child abuse and sought to persuade them to report any form of abuse to a trusted person.

4) Development of a partnership with the media. One of the outcomes of the media training was the commitment by media houses to air the messages during prime time, and this partnership resulted in the airing of these campaign messages at peak period so as to reach the selected target audience.

5) Development of early childhood materials (brochures, posters, PSAs) identifying the importance of early stimulation and the critical nature of play to the total development of young children.

Service Delivery

Partially met benchmarks

The Diversion Programmes for Children in conflict with the law in Dominica, Grenada, and St Lucia, responded to the clear gender dimension of challenges faced by at-risk youth. While the programmes in Dominica and Grenada are delivered by NGOs in collaboration with the state, St. Lucia's is state-led. Multifaceted approaches combine lifeskills and workplace skills. Common denominators of all initiatives include effective targeting; knowing the target population and their risk factors; focus on all levels (community, household and school); matching access to opportunities to access to markets; and, cost efficiency. Several enabling factors facilitate the effectiveness and success of these programmes. Involving former at-risk youth as role models and trainers; active involvement of programme participants in design and implementation; inclusion of right incentives (stipend, internships, etc.); and mentoring that boosts self-esteem. While monitoring and evaluation frameworks are still rudimentary, constant partner review trigger changes to keep the programmes relevant in a changing labour market. Increasingly, the programmes are generating data for evidence-informed replication, scaling-up and policy adjustment on juvenile justice at national level.

The Early Childhood Health Out Reach (ECHO) programme is a collaborative effort among the Ministry of Health , Wellness and the Environment in St. Vincent and the Grenadines, the Caribbean Child Support Initiative (CCSI/FDCC), the Roving Caregivers Programme (RCP), Pan American Health Organization (PAHO) and UNICEF. ECHO is delivered through a home visitation model which builds on the existing Community Health Services to support vulnerable boys and girls and their families. The strength of this model is with its strong capacity-building focus, as well as its potential   to be cost effective and sustainable in nature. Through the capacity building initiatives 43 Community Health Aides (CHAs) have been being re-trained in Child Development and trained in the theories and methodologies of the Roving Caregivers curriculum. The Roving Caregivers continue to be exposed to the more medical components of the work of the Community Health Aides and structured training sessions have been convened for parents and families to develop their skills in parenting and other areas which could support their social and economic development.

Gender and child sensitive assessments of the social safety nets systems in five Eastern Caribbean countries have shown that despite the plethora of social safety programmes being offered by various Ministries in each countries, that on average only 10-20% of those need of these services are actually reached. These findings are especially important as the majority of the income poor in all of these countries are children. As such, UNICEF, in partnership with other agencies, supported three countries in 2011 to review and develop their social protection policies to favour children and single-headed households, consolidate their social safety net programmes, strengthen targeting mechanisms, and establish robust MIS and M&E systems in order to ensure quality access and services to the most disadvantaged children.

Strategic Partnerships

Mostly met benchmarks

UNICEF ECO sustained its partnership with entities such as CARICOM and the OECS Secretariat to maximize results for children and their families. These partnerships have allowed the Office to leverage these subregional bodies' influence, convening powers and networks to help advance in areas such as social and child protection, ECD and education, M&E, and child-sensitive social policy in an environment where there is a UNICEF presence in only two of the 11 countries covered. However, while sustaining these existing

relationships the Office has explored new collaborations with other developmental partners in an effort to reduce duplication and maximise the use of scare financial and human resources in the best interest of the subregion's children.

A key example of this was the initiation of discussions by several regional and international stakeholders on a MoU to harmonize their efforts and strengthen their relationship and shared commitment towards assisting Eastern Caribbean countries to rethink and reform their education systems into inclusive, child-centred, gender-sensitive and progressive learning environments for lifelong learning for all children from 0-18 years and beyond in a contemporary Caribbean. This MoU is to be signed in 2012.

UNICEF ECO also entered a new partnership with the West Indies Cricket Board to implement Child Protection training for all coaches involved in coaching children aged 5-17. This partnership with the WICB is being used a model for engagement with other sporting bodies in the region as one of the strategies to reduce the high level of sexual abuse of children in the Eastern Caribbean region.

At the early childhood level UNICEF ECO collaborated with the Foundation for the Development of Caribbean Children to support subregional governments to significantly increase the number of disadvantaged children who acquire the knowledge and skills to prepare them for entry into primary school and lifelong learning by accessing quality early childhood development services.

UNICEF ECO is also partnering with UNWOMEN and UNFPA in the conduct of the MICS which is taking place for the first time in the Small Island Developing States of St. Lucia and Barbados. The relationship is expected to provide information on equity, gender and reproductive health issues for monitoring progress towards the MDGs and policy advocacy for children, women and their families. UNICEF is also partnering with the Ministry of People and Social Development in Trinidad & Tobago in the implementation of the MICS survey there.

Further work towards improving the availability of up-to-date reliable data for the Eastern Caribbean materialised through a partnership with the Caribbean Development Bank and CARICOM on wide adaptation and use of DevInfo throughout the subregion.

The Office also sought to deepen its relationship with academic institutions and in this regard partnered with the Health Economics Unit at UWI to update the Situation Analysis of Children and Women in Trinidad and Tobago. Another example of this, in Trinidad and Tobago, the UWI – FDCRC was a significant partner of UNICEF contributing to knowledge generation through research in child health, well - being and child rearing practices.

Mobilizing Partners
In 2011 UNICEF ECO continued to mobilise partners around issues concerning children. Some of the key strategies to do so included:

Advocacy opportunities such as World Day of Prayer and Action for Children, child rights week and child abuse prevention month in various countries were used to mobilise partners around child protection issues. Some of these partners included national ministries responsible for Child Protection, along with religious leaders. The latter's capacity was enhanced on addressing child abuse, they took part in rallies on ending violence against children and offered special prayers for the protection of children against violence in their countries.

Forming partnerships with umbrella organisations was another way by which partners were mobilised. One such partnership was with the Caribbean Evangelical Association. This particular partnership resulted in religious leaders from four countries being trained on the issue of HIV and sexuality among adolescents.

The cultural arts were also used as a tool to mobilise partners. UNICEF supported concerts by Musa Nqko -

an HIV positive gospel artist - who used music as an opportunity to spread the messages about ending stigma and discrimination against HIV- affected persons. Arts and drama -done by children - were also effectively used as tools at strategic UNICEF sub-regional meetings with partners to create awareness of issues concerning vulnerable groups of children and to call for action on their behalf.

UNICEF also used the sub-regional mechanisms such as the OECS to mobilise partners. This was primarily done in the area of early childhood development, where the OECS was used to mobilize education planners and early childhood coordinators to start the process to develop National Strategic Plans which will be used as a guide for increasing access to quality early childhood services.

Sports for development were also used to mobilise adolescents.   As part of the International Inspiration Programme in Trinidad and Tobago, sports was used to provide skills to adolescents to conduct community mapping with the specific focus of identifying the available resources and developing sport for development activities in their communities. In Grenada, one of the local NGOs, GRENCODA also used sporting competitions to mobilise communities to become involved in parenting programmes.

Communication campaigns on issues affecting children were also used. For example UNICEF in collaboration with Early Childhood Departments in Antigua, St. Vincent and the Grenadines developed campaigns to promote early stimulation of children and learning through play. These campaigns were shared with other countries and lead the early childhood departments in Montserrat to develop its own materials while Barbados integrating the topic in training for their ECD practitioners.

In Trinidad and Tobago this included partnership with theUWI for the "Breaking the Silence" campaign against child sexual abuse in Trinidad and Tobago. As such Child Abuse Awareness Month (April) and Universal Children's Day were used for events, community driven public marches and radio programmes. Five-minute films were also designed for the web to discuss key issues related to gender, CS/incest, gender, HIV and sexuality issues and a Facebook Page was launched.

Knowledge Management

Partially met benchmarks

UNICEF ECO support local research for evidence-based advocacy for policy changes and to improve the situation for the most disadvantaged children. Below please find a review of some of the research undertaken in 2011 for this purpose:

·   Situational Analyses for Barbados & the Eastern Caribbean and separately for Trinidad and Tobago were finalized.
·   A study of children in institutions in Barbados and the OECS revealed that in those countries where childhood institutions are privately managed, there appears to be a lack of understanding of governments' responsibility as corporate parent to children in alternative care. Other findings include concerns over the lack of follow-up of children in care. These results will inform the review of standards on alternative care for children and development of monitoring mechanisms.
·   A survey of learning disabilities in primary schools in Barbados identified significant challenges within the teaching and learning environments with respect to the teachers' limited ability to teach reading as a skill and the lack of emotional, instructional and organizational support necessary for the development of students' receptive and expressive language skills. The key recommendation is for training and staff development to be implemented with focus on the priority areas identified.
·   A review of the Quality of Learning Environments and the Teaching Methodologies at schools providing Special Education in Barbados identified challenges related to the number of qualified staff, and the need for the upgrading of assistive technologies. Key recommendations are the need for a policy to

guide the implementation, delivery and quality of special education, a structured system for staff training and development of technically specific skills.

· A review of Emergency/ Disaster policies and plans was conducted in Grenada, St. Lucia, St. Vincent and the Grenadines, St. Kitts and Nevis and Montserrat , to ascertain how well the rights of boys and girls to education following an Emergency/ Disaster were reflected. The review highlighted the limited attention given to the rights of children. Stakeholders have started identifying priority strategies and concrete actions to support the provision of education following an emergency /disaster.

· A study on rural poverty in Trinidad & Tobago highlighted the fact that national data obscure factors that contribute to the incidence and perpetuation of rural poverty. This was due to structural inequalities interfacing with varying levels of individual efficacy, economic, social and cultural capitals.

Follow-up on the 'Study on Service Provision Related to Child Sexual Abuse and Incest in Trinidad and Tobago' led to a high-level policy round table held with 42 senior policy makers and stakeholders, and preparation of policy briefs on key issues related to CSA/incest. UNICEF collaborated with UWI, government and CARICOM in building national evaluation capacity for staff members.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

Within the context of the CRC and CEDAW, the human rights based approach has led the office to programme for universal, indivisible, interdependent and interrelated rights for all children and their families as active participants throughout the Eastern Caribbean.

Since the beginning of the 2008-2011 country programme, UNICEF has increasingly broadened the debate on the child rights agenda in the Eastern Caribbean, particularly focusing on civil, economic and political rights. It progressively influences non-discriminatory and equitable public policies for children in areas of early childhood development, child protection, social budgeting, social protection, education, and adolescent development. Within the middle-income context, UNICEF advocates for the socially excluded, the unreached, the poor and the vulnerable children and their families.

To deepen the understanding on the situation of children and women, UNICEF is (i) supporting the review of national laws and policies to ensure that all children and women are protected equally and that the application of laws are free from inherent discrimination, (ii) determining whether macroeconomic and social sector policies and programmes are consistent with the general principles of human rights (particularly the best interests of the child) and whether in fact they provide a sound basis for the "progressive realization" of rights and (iii) advocating with stakeholders to ensure that data is disaggregated by sex, geographic.

Rights-holders and duty-bearers are encouraged by UNICEF through meetings, panel discussions, media advocacy groups, technical committees to participate in setting the agenda for children- especially the most disadvantaged- for the joint Eastern Caribbean Government and UNICEF programming.

Additionally UNICEF supports all states to develop their CRC state report and also their participation at the CRC Committee Meetings in Geneva.

Gender

Partially met benchmarks

UNICEF ECO continued to mainstream gender in its programming in 2011. Six major (gendered) trends have been documented and emphasized in the 2008-2011 multi-country programme - boys at risk, male marginalization related to education, adolescents and HIV, social protection/social safety nets for vulnerable households, child protection and the overall lack of data as a challenge cross-cutting all domains. Main obstacles to gender equality in the subregion are traditional perceptions and cultural acceptance of inequalities and features like tolerance of corporal punishment and (sexual) violence. Women do have economic leadership at the household level and are allowed to equally participate in politics and decision making, but are not equally represented in the political arena.

There is a gap in social data collection, leading to unavailability or unreliability of data. The inadequate disaggregation of data by sex, age, and geographical location makes conducting in-depth analytical work a challenge, including reporting on internationally agreed goals, implementation of CRC and CEDAW, national plans and programmes. UNICEF has been partnering with UN Women on various exercises to bring out an engendered analysis of existing data such as a child and gender-sensitive analysis of the raw data from the recent Country Poverty Assessments, data from national social safety net assessments and the recently introduced MICS in St. Lucia and Barbados.

A Gender Mainstreaming Assessment was undertaken in 2011 based on the recently published UNICEF Global Gender Policy. The assessment highlights that the links between gender equality analysis and sector programme goals need to be improved and made more explicit. As such great efforts were taken during the CPAP development to strengthen engendered target and indicators setting with the technical support from both the Gender Assessment Consultant and the Regional Gender Advisor. Furthermore, a baseline setting exercise was undertaken to ensure disaggregated baseline data and establish the mechanism to consistently monitor and promote empowerment of women and girls in the Eastern Caribbean Area.

Environmental Sustainability

Partially met benchmarks

In the UNICEF Eastern Caribbean Office policy work is limited to direct environmental impact, but since Eastern Caribbean SIDS were spared the effects of direct impact from hurricanes and tropical storms in 2011, no environmental impact assessments were undertaken during the year.

However, heavy rains, intense flooding and landslides caused some dislocation, particularly in St. Lucia and St. Vincent and the Grenadines. In addition, the countries remain vulnerable to the impact of other natural disasters, including earthquakes and volcanic eruptions.

A key recommendation from a "Gap Analysis: Children and the Environment in the Eastern Caribbean" (2009) was that "children needed to be singled out as a special population, in need of special care and protection during natural disasters and emergencies." The research indicated that while schools provide a space for shelter, care and protection, when addressing the rights of girls and boys a 'timely' return to education following an emergency / disaster the needs of children are not effectively prioritized during implementation.

To continue to address this gap through "*Children and Climate Change : Action for Prevention, Mitigation and Response to Fulfil the Rights of Children to Education in Emergencies,*" a review of Emergency/

Disaster policies and plans was conducted in Grenada, St. Lucia, St. Vincent and the Grenadines, St. Kitts and Nevis and Montserrat. This included works with the Caribbean-wide disaster response and mitigation agency, CDEMA, to ascertain how well the rights of girls and boys to education following an Emergency/ Disaster are protected.

International frameworks, particularly the CRC, Core Commitments for Children in Humanitarian Situations, INEE and the Sphere Standards were used to identify minimum standards for preparedness and response. Recognizing that there was a need to strengthen existing plans, stakeholders then sought to identify priority strategies and concrete actions to support the provision of education following an emergency /disaster. Emphasis was placed on the importance of leadership and coordination within the education sector, creation of safe and secure environments for play and learning, provision of psychosocial and health services and training for all persons who participate in the preparedness or response aspects of an emergency /disaster. Similar tasks were conducted in Antigua and Barbuda and the British Virgin Islands.

Plan International, Child Fund International and UNICEF mobilized representatives from the early childhood sector and humanitarian assistance experts from the LAC region under the caption of: "Building Strong Foundations" - an initiative aimed at synthesizing Disaster Risk Reduction and Early Childhood Development.

It was a space for sharing experiences, creating an awareness of the primary factors which cause vulnerability in young children and families in emergency / disaster situations and the identification of strategies and tools to guide the actions of ECD, DRR and emergency experts in the field.

South-South and Triangular Cooperation

Operating in a multi-country environment, the UNICEF ECO has increasingly utilised South-South cooperation to advance the children's rights agenda in the English Caribbean.

As part of this strategy the Office entered into an institutional collaboration with the OECS in 2010 and continued this arrangement in 2010. This cooperation allowed the OECS secretariat to provide technical capacity on Monitoring and Evaluation to three countries in the sub-region. A total of 89 partners from National Statistics Organizations and line ministries were the primary target and recipients of this support in Dominica, St. Vincent & the Grenadines, and Grenada. This in-country support comprise of meetings and three-day trainings on concepts and practice of monitoring and evaluation of social sector programmes and projects. Feedback from the training indicated that knowledge and skills have been gained and more need for in-country training, however, the broader issue of behaviour change or use of knowledge and skills still remains to be measured. Review by the training team point to the need to include policy and decision makers in the next series of training to build the demand for social data and strengthen the culture of M&E.

UNICEF ECO in its collaboration with OECS and other partners also used the sub-regional mechanism to facilitate discussion, exchange of ideas and to facilitate training implementation for ECD practitioners from the Caribbean. In addition this mechanism was effectively used as ECD practitioners benefited from opportunities to participate in field visits to experience positive early childhood practices in action. This was done through the HighScope Trainer of Trainers Curriculum programme; Ministry to Ministry Study Tours to Grenada to explore the inclusion of pre-primary units within primary schools; visits to the health districts and visits to homes in the ECHO and RCP programmes in St. Vincent and the Grenadines, during the forum for supporting the development of boys and girls 0-3.

The OECS and UNICEF organized an exchange programme for representatives from OECS members States to Jamaica in order to study the Programme for the Advancement of the Health and Education (PATH), the biggest social protection programme in the region. PATH is a conditional cash transfer programme that

began in Jamaica in 2001 with the assistance from the World Bank. The exchange programme provided an opportunity of learning and collaboration among the policy makers and practitioners on Jamaica's experience of reform, its benefits and lessons learned along the way in its efforts of broader reform of Jamaica's welfare system, and also deriving lessons for OECS countries in social protection reform.

Furthermore, Regional Workshop on Central Beneficiary Registry/Management Information System has strengthened national capacity to establish effective child-sensitive social protection systems across the OECS member states. The workshop was continuity of learning and capacity building among countries in the region and in response to issues and gaps identified in Social Safety Net Assessments undertaken by the World bank, UNWOMEN and UNICEF. The workshop was attended by participants from the 10 OECS countries

Country Programme Component: Social policy, monitoring and evaluation for child rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2011, key legislation, policies and budgets affecting children are rights-based and data/knowledge systems support the monitoring of the situation of children and their families	3	FA2OT2, FA5OT1, FA5OT2, FA5OT3, FA5OT4, FA5OT5, FA5OT6, FA5OT7, FA5OT8, FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	23426.33	23426.33	100.00
OR-R	425000.00	580533.94	569286.83	98.06
RR	551000.00	660381.80	658180.39	99.67
Total	**$976,000.00**	**$1,264,342.07**	**$1,250,893.55**	

Results Achieved

The planned Intermediate Result is: "By 2011, key legislation, policies and budgets affecting children are rights-based and data/knowledge systems support the monitoring of the situation of children and their families".

 # (5/12) of countries in the Eastern Caribbean with current CRC reports. Baseline data indicates that five (Grenada, St. Lucia, British Virgin Islands, Montserrat, Turks and Caicos Islands) out of the 11 countries are already complying with CRC Reporting schedule. In 2011, four countries received support. Barbados and Dominica received technical assistance to complete their outstanding reports; St. Vincent and the Grenadines completed a final draft for comments by national stakeholders and in Trinidad and Tobago, the draft report was further advanced.

 # (3/12) of countries collecting updated data in the education, health and child protection sectors (MICS in St. Lucia, Barbados and Trinidad & Tobago). The OECS/UNICEF collaboration in strengthening the technical capacity of policy-makers to advocate for children's rights led to technical capacity building in M&E for 69 persons from four countries. An online-training Social Policy Toolkit is being finalized. The situation of children, women and their families was updated for Barbados & the OECS and Trinidad & Tobago.

 # (5/12) of countries with nationally adopted Devinfo online. Five countries, (St. Lucia, Dominica, Grenada, St. Vincent & Grenadines and Trinidad & Tobago) have nationally adopted online Devinfo databases, and Barbados was supported in 2011 to develop its own databases. A regional CensisInfo training facilitated the development of a regional DevInfo template for data harmonization and provided knowledge and skills to National Statistics Offices from 14 countries.

 # (2/4) of countries reviewing social protection systems and associated budgets. Social protection reform is ongoing in (Barbados, St. Kitts & Nevis, Antigua and Barbuda and Grenada) four countries. In supporting reform efforts UNICEF assisted St. Kitts & Nevis in developing a National Social Protection Strategy and Grenada in the development of a Social Safety Net Policy framework.. A regional workshop on Central Beneficiary Registry/MIS system strengthened national capacities (38 persons from the 10 OECS countries).

% (60/100) of studies, research and evaluations that have provided evidence to inform

programme interventions. A total of 18 studies, research and evaluations were planned or on-going in 2011, of which 61% were completed.

 # (0/1) of centres of excellence with a formal agreement to collaborate with UNICEF. UWI Cave-Hill campus in Barbados is developing a proposal on a "Caribbean Centre of Excellence on Monitoring & Evaluation for Development"

Most Critical Factors and Constraints

Despite significant advocacy efforts, CRC reporting in Antigua and Barbuda and St. Kitts and Nevis are yet to move, primarily due to an overwhelming work programme by the respective child protection ministries under which this responsibility falls. Of the other six countries that are yet to launch online DevInfo databases, St. Kitts & Nevis and Montserrat were busy with their 2011 census and support to them and others, for example British Virgin Islands, Turks & Caicos Islands, Anguilla and Antigua & Barbuda, was deferred to 2012. Implementation of the MICS in Barbados was delayed as a result of delays in obtaining approval of the project proposal from the Cabinet of the government.

Weak capacity in defining indicators, identifying baselines, targets, means of verification leading to inability to measure progress and achievement of results/objectives was identified as one of the 11 high risk areas identified in the multi-country programme. This is thought to be due to the limited skills of staff in monitoring and evaluation, a lack of existing data for baseline and a weak M&E culture in the office. Steps that have been taken, including training of all programme staff on M&E and collaborative development of a programme monitoring matrix, which provided practical hands-on experience. Lesson learned from training UNICEF staff is that capacity building effort should be regular and balanced in both theory and practice, while government partners requested various opportunities/platforms (country-led evaluations, M&E networks etc.) that can facilitate the use of the knowledge and skills acquired. The process of development of the results matrix for the new CPAP was rigorous and this has provided further clarity on roles and responsibilities and funding for the collection and update of baselines, indicators and targets.

One of the five medium-to-high risks identified for the multi-country programme is in the area of knowledge management. This is related to a limitation with respect to sharing updated information as required, ineffective sharing of information to support programming, and low or delayed achievement of programme objectives. This is thought to be caused by limited systems for knowledge management and a low but growing prioritization of knowledge management within UNICEF and the office. Conceptualization and development of a system to manage, disseminate and use the knowledge generated by country programmes will be undertaken in 2012 and the experience of UNICEF Tanzania will be reviewed.

Key Strategic Partnerships and Interagency Collaboration

UNICEF is in partnership with UNWOMEN and UNFPA for the conduct of the MICS survey, which is taking place for the first time in the Small Island Developing States of St. Lucia and Barbados in the Eastern Caribbean. Pretesting of questionnaires is ongoing in St. Lucia, while Barbados has just completed the training of stakeholders. The MICS results will provide information on equity, gender and reproductive health issues for monitoring progress towards the MDGs and policy advocacy for children, women and their families. Partnership with UNFPA and UN Women (and potential other partners) is expected to also reduce the financial burden of implementing the MICS in the countries covered by the UNICEF Eastern Caribbean and strengthened collaboration around the use of the data and information generated for planning, budgeting, advocacy and reporting.

The most significant strategic partnerships in the sub-region were with the OECS (on social policy/protection and M&E) and CARICOM (on DevInfo). The collaboration with the OECS led to improved national capacity for M&E in three (Dominica, Grenada and St. Vincent & the Grenadines) countries and a realization of the need to focus capacity building on policy and decision-makers at the country level to strengthen demand.

Partnership with CARICOM was critical in strengthening technical capacity in 15 out of 18 CARICOM member states on the analysis and dissemination of 2010 round of Censuses using CensusInfo (Devinfo) database platform. Critical partnerships were established in Trinidad & Tobago with the University of West Indies on research, with UNECLAC on Social Statistics and UNDP on poverty alleviation and the preparation of a publication - "Trinidad & Tobago At A Glance".

Humanitarian Situations

Technical support was provided for the collection of secondary data on the number and gender of children by various age groups, by geographic location in Trinidad & Tobago and this facilitated preparedness planning and response and the Situation Updates/Report, during the State of Emergency declared in Trinidad & Tobago.

The existing data collection tool for conducting "Initial Assessments" was revised to fit the Eastern Caribbean context in preparing to respond to the flooding experienced the Turks & Caicos Islands due to Hurricane Irene.

The Early Warning & Early Action System was updated in preparation for the 2011 Atlantic Hurricane season and further updates on baseline data were provided for eight out of the 11 countries

Summary of Monitoring, Studies and Evaluations

An analysis of child-sensitive Corporate Social Responsibility (CSR) initiatives of private sector companies in Trinidad & Tobago was completed. A total of 107 organizations were identified in the mapping, while 17 were interviewed. Based on the three criteria established (UNICEF Focus Areas, UN Conventions and Development Objectives, and Organizational Characteristics) six organizations emerged as being the most suitable i.e. (i) Atlantic LNG Company of Trinidad and Tobago Limited, (ii) Intercommercial Bank Limited, (iii) Repsol E&P (T&T) Limited, (iv) Republic Bank Limited, (v) Telecommunications Services of Trinidad & Tobago Limited and (vi) Unit Trust Corporation of Trinidad & Tobago Limited. Steps will be taken to engage these organizations starting from 2012.

An Evaluation of the gender-sensitiveness of the 2008-2011 multi-country programme was conducted and important knowledge was gleaned through its findings and recommendations. First, specific action required to improve gender analysis in multi-country programme documents were identified. Second, various elements required for the development of a gender mainstreaming strategy specific to the office was suggested. Thirdly, capacity building on gendered results-based management, logical frameworks and indicators was recommended. It was agreed that the various actions recommended will be implemented starting from 2012.

"Multi-Country Programming in Small Middle Income Economies: The Experience of UNICEF in the Eastern Caribbean Area" documents the peculiar situation in the countries covered by the UNICEF Barbados & Eastern Caribbean Office. The document provides a description of the SIDS including the operational and programmatic challenges, a history of UNICEF operations in the Caribbean from the 1980s to date, it identified six on-going good practices, and innovations incorporated in the current programme cycle, and a cost-benefit analysis of the Barbados office functioning as a hub compared to other countries. The document will provide first-hand knowledge on the evolution of UNICEF's presentation in the sub-region and options for future office configurations.

A consultation on the draft CPD was held in February, while the End of Cycle review/CPAP meeting was conducted in November. The achievements of the Eastern Caribbean Governments/UNICEF Multi-Country Programme Action Plan- 2008-2011 were reviewed, the progress made was noted, and the way forward to overcome constraints and challenges was discussed. The draft 2012-2016 CPAP was discussed and partners gave verbal approval of the focus of the programme.

Future Work Plan
Survey (MICS) and other surveys, to fill MDG data gaps and update the situation of children and women in countries under the Eastern Caribbean Area Office with emphasis on Barbados, St. Lucia, Grenada Dominica, and St. Vincent & Grenadines (FA5)

•Assist countries under the Eastern Caribbean Area Office with emphasis on Barbados, St. Lucia, Grenada Dominica, and St. Vincent & Grenadines in the development of national MICSInfo databases, further analyses highlighting, geographic, wealth, gender, and age disparities and follow up with the media, academia, youth, NGOs and Government for the use of the evidence in advocacy, planning, policy-making and budgeting(FA5)

•Support the development of a knowledge management system and research, reviews, studies, surveys and evaluations to update the situation of children in countries under the Eastern Caribbean Area office, and the political, social, economic, cultural and environmental bottlenecks affecting the fulfilment of their rights (FA5)

•Assist in strengthening administrative data systems in the Health, Education and Social/Child protection sectors to facilitate equity analysis on children, and promote national information sharing in countries under the Eastern Caribbean Area Office with emphasis on Barbados, St. Lucia, Grenada Dominica, and St. Vincent & the Grenadines (FA5)

•Support the update of data and metadata in national DevInfo adaptations, and facilitate analysis and sharing of the information and equity dialogues on the implication of the trends and gaps with key stakeholders (media, academia, youth, NGOs and Government) in building for countries under the Eastern Caribbean Area Office (FA5)

•Provide support for technical capacity building for countries under the Eastern Caribbean Area Office to develop and maintain national and sectoral adaptations of the DevInfo database. (FA5)

•Provide technical support for data gathering and analysis on the situation of children to guide regional and national DRR and emergency response in countries under the Eastern Caribbean Area Office.(FA5)

•In countries under the Eastern Caribbean Area Office, strengthen social policy analysis by building the capacity of practitioners, improving networking among professionals, institutionalizing the Eastern Caribbean Social Policy Toolkit (online website) and working with Centres of Excellences on policy analyses, advocacy and research (FA5).

•Support the establishment of a regional centre of excellence on M&E to build individual and institutional M&E capacity, conduct assessments/research, professionalize M&E, undertake advocacy, develop policies/standards and provide technical support for countries to transition from donor-led to country-led evaluations in countries under the Eastern Caribbean Area Office. (FA5)

•Support will be provided to the UNDAF process in Barbados & the OECS and in Trinidad & Tobago the Joint UN Programme.

Country Programme Component: Child Protection

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2011, Children's exposure to all forms of violence, abuse and exploitation is reduced through a protective environment in families, communities, schools and institutions	3	FA4OT1, FA4OT2, FA4OT4, FA4OT5, FA4OT7, FA4OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	520000.00	544121.87	520276.12	95.62
RR	789000.00	821547.36	821544.73	100.00
Total	**$1,309,000.00**	**$1,365,669.23**	**$1,341,820.85**	

Results Achieved
protective environment in families, communities, schools and institutions.

Programming adjustments shifted school-based violence prevention to the Education CFS initiative. In line with this IR, the following results were achieved in 2011:-

# of governments in the Eastern Caribbean taking action towards ratification of CRC OPs:-
1)   Optional Protocol-Armed Conflict -
Baseline – 5/11 countries (4 British Overseas Territories, Dominica)
2)   Optional Protocol-Sale of Children
Baseline – 7/11 countries (4 British Overseas Territories, Antigua and Barbuda, Dominica, St. Vincent and the Grenadines)
As a result of private advocacy, St. Vincent and the Grenadines ratified the OP-AC, St Lucia signed both Protocols, and Grenada's Cabinet approved ratification of both Protocols.

# of countries in the Eastern Caribbean taking action to revise child protection laws based on OECS/national policy:-
1)   **Status of Children Bill and Regulations Baseline – Baseline -** 0/9
2)   **Child Care and Adoption Bill - Baseline -** 3/9
3)   **Child Justice Bill – Baseline -** 0/9
4)   **Domestic Violence Bill – Baseline -** 1/9
5)   **Maintenance of Children Bill and Regulations - Baseline -** 1/9
6)   **Guardianship, Custody and Access of Children Bill – Baseline -** 0/9
7)   **Trinidad and Tobago with revised child protection laws and protocols – Baseline** 0/9
The Status of Children and Child Justice Bills went before Parliament in Grenada; Antigua and Barbuda agreed to adapt, enact and test the model bills as they pilot the new Family Division Court; the new Children's Authority in Trinidad and Tobago reported that (1) of the (7) pieces of children's Legislation Package had been fully proclaimed

Existence of sub-regional minimum standards for institutions providing alternative care for children.
Draft standards for alternative care of children in line with the 2009 UN *Guidelines for the Alternative Care of Children* and discussions on the UNICEF/IACHR Study on Children in Institutions are under review by

Governments.

Expansion of court diversion and community rehabilitation systems for children in conflict with the law in Dominica, Grenada, and St. Lucia
With a target of reaching at least 80 per cent of such children, the state-led programme reached 90 per cent of the target group in St. Lucia. NGO-led programmes in Dominica and Grenada expanded their intake reaching a 30 per cent target.

# of duty bearers in at least three countries having improved knowledge about children's rights and child sexual abuse and report a positive attitude towards the need to protect children from abuse.
120 child protection stakeholders discussed social norms on CSA in Trinidad and Tobago. All 44 media-workers in Dominica, St. Vincent and the Grenadines and in Antigua and Barbuda trained reported improved knowledge on CSA prevention and management. This was the same for the 48 FBO leaders in Dominica and St. Vincent who were trained.

Unexpected opportunities of equity funding facilitated campaigns to begin registration of unregistered and incompletely registered children in Dominica, Grenada, St Lucia and St. Vincent and the Grenadines. By end 2011, 7,371 children were fully registered.

Most Critical Factors and Constraints
There were a number of factors affecting performance during 2011.

There was a notable increase in media pressure and public opinion for the use of regressive measures of criminal justice against young offenders. These were considered quick and easy actions to prevent violence and fight insecurity. Such strident calls in turn threatened to impel decision-makers in some countries to propose legislation that would constitute a step back in the rights of children in conflict with the law. Few voices were raised in protest due to the enduring demise of NGOs, primarily due to a lack of financial resources. While NGOs have been important for service delivery to children in conflict with the law, their geographic coverage tends to be limited. As complete geographic coverage is needed, even in an environment of declining fiscal space, government authorities must begin to discuss and implement ways to take on the required programming.

More specifically, in Trinidad and Tobago, a four-month state of emergency, coupled with delays in the operationalization of a new Ministry responsible for child protection issues, significantly impacted programming there. An extended electoral season in St. Lucia distracted the attention of policymakers, adversely affecting progress on planned campaigns to increase birth registration among the most vulnerable groups of the population.

Across all countries, persistent resistance to change and entrenched cultural, religious and traditional attitudes still limit approaches to dealing with child protection issues. Very little decision-making on children's protection is taken with a deliberate, rights-based lens. This leaves open the gap between what is envisaged by national child abuse reporting protocols and the reality for child victims.

Finally, the chronic lack of data and knowledge concerning children living in adverse conditions continued to affect the ability of governments to formulate appropriate national child protection strategies and national policy. It prevents clear identification and definition of relevant indicators - qualitative as well as quantitative - for interventions in child protection and therefore limits the ability to carefully monitor the impact of programmes. One imperative for UNICEF is to provide support to improve administrative data systems as well as to support the integration of research departments within their child protection sectors. Implementation of priorities for data gathering and analysis in the new programme of cooperation should help to improve this situation.

Key Strategic Partnerships and Interagency Collaboration

Governments continued to be the major partner working on child protection issues. Interesting alliances continued to evolve as initiatives were pursued to translate the respective research findings on child sexual abuse in Trinidad and Tobago and the smaller Eastern Caribbean islands, into response interventions for children. Resource mobilisation started in earnest around proposals developed by UNICEF's Regional Office to replicate and expand the experience to the Caribbean sub-region, and by the University of Huddersfield for research and intervention in Grenada. Key advocacy opportunities such as World Day of Prayer and Action for Children, national child abuse awareness weeks or months and Universal Children's Day celebrations also expanded work with and by FBOs around child abuse prevention. To expand outreach services to boys and girls in the underserved, hard-to-reach rural communities in Trinidad and Tobago, the national ChildLine instituted a new mobile counseling service providing psychosocial support, life skills information including sexual and reproductive health and HIV.

Similarly, partnership continued with media houses as capacity building for media workers helped to improve their use of ethnical approaches on children's issues, and to urge them to consult with children on what they believe to be the key issues surrounding their own development and protection. Likewise, the fledging association with the WICB emerged into a full agreement that the safeguarding of children will become an integral part of their foundation level coaching certification. This will ensure that all their coaches across the Caribbean understand the dynamics related to the handling and protection of children in their local and regional communities, and especially those children who participate in the *Kiddy Cricket* and *Grass Roots Cricket* programmes catering to the 6 to 17 year old age group.

Partnership with the OECS Secretariat and UN Women around family law reform efforts continued. For the first time the Windward Islands Governments engaged on the issue of birth registration. Mobile campaigns to register children included community-based groups and FBOs, both important agents for behavioural change among the target population.

Summary of Monitoring, Studies and Evaluations

A State of Emergency (SoE) was declared in Trinidad and Tobago on 21 August 2011, with the objective of halting crime and diverting imminent threat to lives. In its concern for the well-being of the nation's children, UNICEF commissioned a study on the impact of the SoE on women and children. Findings indicated that the SoE had contributed to financial losses amongst working class women and women who are small and micro entrepreneurs and their families; young, poor men had been profiled and allegedly abused by the security forces; the imposed curfew had the potential to increase domestic violence; mothers and partners had experienced psychological trauma due to raids by the security forces; and families had suffered the loss of male income earners in their households, due to arrests. While the study was being finalised, the state of emergency was lifted. The report draws attention to the social impact on children and their families and will better prepare UNICEF for a response in this kind of setting. Meanwhile an opinion poll on juvenile justice showed public support for rehabilitative response over punitive approaches for under-18s involved in crime.

A study of children in institutions in Barbados and the OECS revealed that in those countries where childhood institutions are privately managed, with the exception of Grenada, there appears to be a lack of understanding of Governments' responsibility as corporate parent to children in alternative care. Managers/Administrators voiced concerns and frustrations over the lack of follow-up of children in care and their cases; the lack of visits by social workers or other department personnel; the absence of work with children and their families with a view to reunification; and the lack of meaningful support. Where homes are Government-owned and run, in the absence of an independent monitor, there appeared to be a lack of accountability for maintenance of standards. These results will inform a 2012 Eastern Caribbean Area meeting of relevant policymakers and technical officials not only to review and finalise standards on alternative care for children for adoption by participating Governments, but also agree on how an independent monitoring mechanism can be effectively operationalized and sustained

Future Work Plan

The following priority areas for the Multi-Country Programme fall within two main UNDAF outcomes:-

UNDAF Priority 1: Enhanced capacity of national, sub-regional and regional institutions and stakeholders to effectively manage natural resources, build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; as well as improve energy efficiency, use of renewable energy and improve policy, legal, regulatory and institutional frameworks for environmental and energy governance.

1. **Institutionalization of capacity for preparedness, response and post-crisis recovery in humanitarian situations** – Building national capacity to respond to children's psychosocial and other protection needs in humanitarian situations and support operationalization of programmes in post-disaster situations.

UNDAF Priority 2: Strengthened enabling environment for effective and inclusive governance and security at the national and subregional levels.

2. **Law reform** - Supporting the update, development, and mobilization around model legislation, regulation and practice guidance for countries on child protection laws, in line with international human rights codes and support at national level to review, formulate and operationalize law reform in line with the models.

3. **Ratification of the CRC Optional Protocols** - Supporting the review of national legislation, programmes and practice and development of recommendations, reports and mobilisation plans to facilitate ratification and reporting on the implementation of the CRC Optional Protocols.

4. **Adoption and Implementation of Standards for Children in Alternative Care** - Supporting the review, adoption, implementation and monitoring of Eastern Caribbean Area Guidelines and Standards for Children in Alternative Care.

5. **Safeguarding skills for children to protect them from harm** - Support school and community-based programmes that teach children and their caregivers how to avoid childhood victimization and where to seek support in cases of victimization.

6. **Development/expansion of alternatives to custodial measures for children and young people** - Provide technical and financial support to establish/strengthen state responsibility for diversion, alternatives to deprivation of liberty and restorative justice programmes.

7. **Provision of universal access to free, timely birth registration system** in Dominica, Grenada, St. Lucia and St. Vincent and the Grenadines – Supporting a bottleneck analysis of existing birth registration systems; providing technical and other support for catch-up campaigns; support law reform and social mobilisation campaigns to build capacity for universal, free registration.

Country Programme Component: HIV and Life skills

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2011, school-age children in the Eastern Caribbean will have access to the delivery of life skills education, positive behavioural management systems and active student councils as a means of reducing risk and vulnerability to HIV, AIDS and violence.	3	FA2OT3, FA2OT4, FA2OT5, FA2OT6, FA2OT7, FA2OT8, FA3OT6, FA3OT7, FA3OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	480000.00	437611.64	435876.81	99.60
RR	536000.00	452174.78	451887.34	99.94
Total	**$1,016,000.00**	**$889,786.42**	**$887,764.15**	

Results Achieved
IR 3: By 2011, school-age children in the Eastern Caribbean will have access to the delivery of life skills education, positive behavioural management systems and active student councils as a means of reducing risk and vulnerability to HIV, AIDS and violence.

To assist in addressing inequity by enhancing student connectedness to schools and learning, the programme merged the lifeskills, student participation and positive behavioural management initiatives in schools under the Child Friendly School umbrella.

% of primary and secondary schools delivering new life-skills based health education curriculum

Data from six countries shows that HFLE curriculum delivery in public schools ranged between 81 -100 per cent at primary and 87-100 per cent at secondary level. A classroom delivery monitoring tool is in the process of being finalized as one quality assurance tool to assist in strengthening outcomes.

 # teachers trained to deliver new quality life-skills based health education four countries
157 HFLE teachers (86 per cent female) were trained in 1-3 day workshops in Antigua, Barbados, Grenada and St. Lucia

% of secondary schools with active student councils in Barbados and St. Lucia
36 per cent and 18 per cent of secondary schools in Barbados and St. Lucia respectively have active student councils. Several primary schools in Barbados, Dominica and Antigua have also now established student councils.
% of primary schools that are using positive disciplinary practices and conflict resolution approaches in Antigua, Barbados, Dominica and St. Lucia

47 per cent primary schools in three countries and 54 per cent of secondary schools in Barbados are implementing agreed CFS principles. Efforts will refocus in St. Lucia. Actions are ongoing in the development of a common CFS monitoring and evaluation tool for use across countries.
#//% of children and adolescents in out-of-school programmes in Dominica, Grenada and Trinidad and Tobago accessing life skills and leadership training

Community-based programming with NGOs was used to build the personal capacity of vulnerable adolescents for HIV and violence prevention.

249 girls and 379 boys from poor communities in Grenada and Dominica were reached through after-school and vocation programmes. In Trinidad and Tobago, 51 boys and 22 girls were trained to work with peers as part of wider sports and adolescent participation programmes with emphasis on capacity building, communication and social mobilization.

131 youth leaders (33 boys, 98 girls) from evangelical churches in Antigua, St. Lucia and St. Vincent and the Grenadines were trained to work with their peers for positive management of their sexuality. Innovative

ways used to address HIV stigma and discrimination within the Church resulted in several persons disclosing their HIV+ status and sharing their personal challenges.

#/% of education stakeholders in at least three countries that have reported a positive attitude towards CFS Practices

Pre- and post-test results show that approximately 80 per cent of 89 teachers and principals trained in Dominica and Barbados started with positive attitudes to the CFS standards and after training this increased to 92 per cent on some aspects. Similar data for Antigua was not available.

Most Critical Factors and Constraints
§ Whilst significant progress was made in improving access to lifeskills-based HFLE, however, several challenges still remain in relation to quality assurance
§ The issue of partner staffing gaps and staff turnover is a perennial challenge and remains one over which there is little external control ,but continues to present a constraining factor in implementation
§ HIV coordination appears to be impacted by a level of lethargy as no meetings were convened by the HIV/AIDS Coordinating Committee of the Ministry of Education as well as the prevention subcommittee of the National AIDS Coordinating Committee since March in Trinidad and Tobago or the UN Group for Barbados and the OECS. At the same time there was limited UNICEF involvement in the inaugural Caribbean HIV Conference which explored Caribbean initiatives and progress in addressing this issue.
§ While there is growing appreciation of the importance of and need for strengthened frameworks for programme monitoring and evaluation, at the same time implementation of these processes are constrained by the lengthy lead time required, not only for development of appropriate systems, but also for the rolling out of these, including identification of appropriate personnel and building their capacity to effectively collect, collate, analyze and share relevant data.
§ A situation analysis of the implementation of sexuality education within the wider context of Health and Family Life Education as a means of addressing HIV education in schools revealed somewhat of a checkered implementation of the regional CARICOM HFLE Framework and varied capacities to meet the goals established. It underscored the need for a more systematic and policy-directed approach to sexuality education as policy frameworks and operational plans even where they existed were not widely available, resulting in inconsistent roll-out of the programme in the various countries. The non- examinable status of the subject, as well as the availability and deployment of adequately trained teachers, are among the major barriers to quality delivery.   Consequently, PANCAP, through global fund resources, is addressing key barriers to quality delivery with a special focus on strengthening the monitoring and evaluation framework towards greater quality assurance in the delivery in schools.
The ability of countries to manage natural disasters again played a role in programming in St. Lucia. Having been hit hard by Hurricane Tomas, with several schools being damaged, many of these were again impacted by floods, resulting in school closures. This in conjunction with an extended electoral process limited the extent of the work with the formal education sector.

Key Strategic Partnerships and Interagency Collaboration
Given the importance of regional coherence and economies of scale for sustainability 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. The HFLE Working Group, although in need of some restructuring, continues to provide a regional frame for Donor contributions to the wider programme and guides contributions from UNESCO, UNFPA, the DFID-funded AID Incorporated and the World Bank.

UNICEF added is support to that of the World Bank and Caribbean Development Bank to assist the Education Reform Unit of the OECS Secretariat to strengthen education data management systems and also develop a new strategic plan on Education for OECS Region

Signalling its intent to expand its role in the education sector, UNICEF mobilized towards the signing of a MOU with OECS, UNESCO, CXC, CDB, USAID, FDCC, UWI Open Campus as a means of seeking to harmonizing efforts in assisting Eastern Caribbean countries to rethink and reform and their education systems into inclusive, child- centred, gender-sensitive progressive learning environments for lifelong learning for all children from 0-18 years.

Actions were undertaken with UNICEF/Jamaica, UNESCO and UWI Open Campus for the establishment of an on-line Diploma Course for teachers as a critical step in quality assurance by providing a professional qualification in this field and also facilitate the standardization of training across Caribbean countries.

Summary of Monitoring, Studies and Evaluations

A **Study on Sexuality Education** undertaken as part of the follow-up to the 2008 Mexico Declaration showed a checkered implementation of the regional CARICOM HFLE Framework (under which sexuality education is delivered in schools) and varied capacities to meet the goals established. It was felt that the region needed a more systematic and policy directed approach to HFLE (particularly sensitive areas like sexuality education) in keeping with declared understanding of its importance as well as targets and commitments given. The policy environment for sexuality education was found to be generally enabling with widespread acceptance of the need for sexuality education in schools. Countries had basic sexuality education programmes in place - largely as part of a general HFLE curriculum in primary schools and up to grade nine at the secondary level.   Despite this, HFLE Operational plans and structures were regarded as haphazard and needed to be better defined for more even, system-wide implementation. Findings from this study are being disseminated and serve as a key input into wider CARICOM plans for the education sector across the region.

Barbados was one of seven countries with detailed Case Studies as part of the wider **UNICEF Global Evaluation on Lifeskills Education**. The report is now being finalized and the findings from this would also be useful to inform future actions. One key area already highlighted in the report is the parallel tracks taken in the implementation of the lifeskills programmes and the CFS initiatives. Steps have already been taken to address this and in the 2012-2016 cycle these programmes have been amalgamated under the CFS umbrella. It was also noted that LSE teachers have no professional identity as specialists with specific job descriptions and their training has not been formally recognized in career development - a challenge which the office is seeking to address through support for CARICOM-wide efforts for professional training and elucidation of potential career paths.

The **Child Friendly School initiative** was introduced in four programme countries over the past three years with very positive feedback from schools and a strong lobby from schools for expansion. An **evaluation** of this Initiative was undertaken to identify factors that may have contributed to or mitigated against optimal outcomes, provide information on the cost and affordability to national Governments as well as identify critical components for long term sustainability. The evaluation is part of UNICEF's accountability for results, and it will contribute to improved decisions making and programme delivery as well as guide national governments on the expansion process. Preliminary results suggest good acceptance of the programme at school level, however detailed results will be available early in 2012.

A study with Population Services International was undertaken reflecting on effectiveness of behaviour change communications strategies in relation to the sexuality programme in two underserved communities in Trinidad. Progress and results in this regard should be available early 2012

Future Work Plan

The following priority areas for the Multi-Country Programme fall within the **UNDAF Outcome 3: Social protection and poverty reduction with a focus on vulnerable groups** which seeks to strengthen the enabling environment to reduce inequity and strengthen social inclusion. One key result to which the

UNICEF programme will contribute is *reformed education systems that provide equitable and relevant programmes.*

Consequently in the 2012-2016 greater programme emphasis will be placed on working with the formal education sector with a view to promoting more inclusive education practices and addressing issues of inequity within the system. Within this context 2012 major lines of action include:

§ Supporting governments to review the relevance, efficiency and effectiveness of the existing education system with a view to the development of a regional framework for education reform
§ Supporting the OECS to complete a sub-regional education strategy
§ Supporting research and studies to facilitate a more comprehensive understanding of the actual cost of education to families as a means of helping to identify viable educational options and approaches
§ Supporting the exploration of the costs of alternative options for second chance as part of the exploration of alternative pathways to education and learning achievement
§ Providing technical and financial support to relevant national ministries to implement changes to better address the psychosocial and learning needs of boys and girls in primary and secondary schools in line with CFS principles, including revision of education polices to support mainstreaming of CFS principles into national education systems
§ Supporting the completion of a system-wide and school-based monitoring and evaluation of CFS actions as a means of further enhancing the development and expansion of CFS in the Caribbean
§ Supporting community based initiatives for reaching children and adolescents challenged by or excluded from the formal education sector to facilitate the adoption of behaviours that reduce their risk and vulnerability to HIV and violence and also contribute to their academic success
Providing technical support to relevant national agencies towards the institutionalisation of a system to ensure continued educational opportunities for children in humanitarian situations

Country Programme Component: Early Childhood Development

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2011, all girls and boys 0 – 5 have the developmental skills for a positive transition to primary school	3	FA1OT8, FA2OT1, FA2OT2, FA2OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	380000.00	504581.66	479135.89	94.96
RR	336500.00	367266.39	365196.34	99.44
Total	**$716,500.00**	**$871,848.05**	**$844,332.23**	

Results Achieved
Based on the projected results for 2011, incremental progress in the ECD sector was achieved:

# of countries with approved systems for ECD Standards, Monitoring and Enforcement – (7/10)
# of countries with approved ECD Policies (5/10)
The approval of the early childhood Policy , Regulatory and Standards instruments in Montserrat and

St. Vincent and the Grenadines   were realized as a result of the continued advocacy efforts .

% of children 0-5 with access to child -centred early learning and developmental opportunities;
The process for the development of National Strategic Plans for *Increasing Access to Quality Early Childhood Services with priority for the needs and circumstances of Vulnerable Children in the OECS,"* started at sub-regional level, with stakeholders from the region.   These will contribute to the development of an OECS Regional Strategy for ECD and will guide the development of a harmonized   approach to ECD programming.

The capacity to support the expansion of the curriculum reform process for early childhood education has been strengthened through the certification of practitioners in Antigua and Barbuda, Dominica, Grenada and St. Kitts and Nevis. These officers possess enhanced knowledge and skills to train other practitioners in child-centred approaches to support early learning more effectively.

Teams from relevant ministries and other regional and international agencies participated in an exchange of ideas, experiences and practical strategies for supporting the development of boys and girls (0-3) particularly the most vulnerable, through a Regional Forum. The teams identified preliminary priority actions considered critical to the strengthening of interventions at national level.

 # Of ECD practitioners/caregivers accessing in service training
1,500 early childhood stakeholders enhanced their knowledge and skills through capacity building initiatives convened by national partners with focus areas of child development, early stimulation, and better parenting practices, the HighScope curriculum approach and education in emergencies.
Whilst exploring the possibility of developing a Centre of Excellence within the UWI – FDCRC, UNICEF supported   this institution to strengthen its research and knowledge management unit with opportunities to share information with stakeholders on child health, well- being and child rearing practices in Trinidad and Tobago.

# of countries piloting the alternative/non-formal ECD models for the most disadvantaged children 0-2+ (2/3)
The ECHO programme in St. Vincent and the Grenadines continued to strengthen the existing Community Health Services by supporting the development of   182 vulnerable boys and girls and their families by promoting   positive parenting strategies , providing guidance on matters of health , nutrition and well - being   and exposing boys and girls to early stimulation activities for positive development.

# of ECD practitioners in at least 3 countries with increased knowledge of the learning through play and early stimulation approaches.
To sensitize stakeholders about the value of early stimulation and the role of   play in early learning and overall development "*Never Too Young to Learn* " and "*Think They're Just Playing* " campaigns in capacity building were undertaken in Barbados and Montserrat.

Most Critical Factors and Constraints
1. In Trinidad and Tobago a lack of available data on the status of programming in the ECD sector, particularly as it relates to the most vulnerable, was identified as a key constraint to provision of focused interventions in the sector. An exploratory Analysis of Early Childhood Care and Education has been conducted to provide evidence which can be used to guide policy makers and the technical personnel in addressing some of the gaps. The study set out to review the government's investment in early childhood care and education between 1990 and 2010 by conducting a review of legislation, programmes, curricula and achievements within that time period. It also presented data from a sample survey targeting 200 adults born in the 1960s and 1970s in order to evaluate the impact of early childhood education and assess whether or not there is evidence to support a positive connection between investment in ECD and improved lifetime conditions. The study identified a number of challenges such as difficulties with the allocation of high quality staff to service the ECCE centres, differential access to ECCE predicated upon residential and

socioeconomic characteristics and difficulties reinforcing the need for stakeholders to recognize the importance and potential contribution of M and E as key to the success of ECCE ventures.

2. Despite a decision taken by the CARICOM Ministers of Education to ensure that by the end of 2011, the legislative and administrative reforms required to establish and implement comprehensive ECD policies, regulatory frameworks and standards for quality services would be completed in all island states, the movement towards reaching the identified target continues to be limited. Eastern Caribbean countries remain at different stages in the process. The   slow progress in attainment of Cabinet approval of finalized policies and regulatory instruments can be attributed to competing priorities for attention and congestion of parliamentary agendas. The financial implication of implementing the Policies and Standards also present a challenge to governments in a primarily privately-operated sector.

Key Strategic Partnerships and Interagency Collaboration

1.   In Trinidad and Tobago key partnerships were strengthened between UNICEF, UWI-FDCRC, CARICOM and the Central Statistics Office of MoPSD in Dev Info training. UNICEF provided technical and financial support and facilitated the provision of a five-day training workshop in Dev Info for staff of UWI-FDCRC and CSO, conducted by CARICOM.

2.   Recognizing that there was a need to identify critical gaps in programming for the 0-3 age cohorts , while identifying some key priority interventions to ensure the rights of girls and boys to good health and nutrition, early stimulation , positive development and early education UNICEF partnered with the Government of St. Vincent and the Grenadines, CCSI/ FDCC , CARICOM, the Commonwealth Secretariat , Parenting Partners Caribbean and the University of the West Indies to convene a Regional Forum. The Forum targeted representatives from Ministries of Education, Health and Social Development along with regional and international development agencies. During the forum there was an exchange of ideas and experiences and exploration of new opportunities and approaches to the fulfilment of these rights.

3.   UNICEF partnered with the Ministry of Health , Wellness and the Environment in St. Vincent and the Grenadines, the Caribbean Child Support Initiative (CCSI/FDCC), the Roving Care Givers Programme (RCP) and PAHO to increase the access of vulnerable children in the 0-3 age cohort to early childhood services. This was facilitated through the Early Childhood Health Out Reach (ECHO) programme which used a home visitation model to support vulnerable girls and boys and their families by: (1) having discussions with the family emphasizing positive parenting strategies; (2) providing   guidance on matters of health and nutrition; (3) exposing the boys and girls to early stimulation activities which promote positive social , emotional, physical and cognitive development.

4.   OECS and UNICEF strengthened their strategic partnership by bringing together Education Planners and Early Childhood Coordinators from the region to   explore   the processes which are necessary in the formulation of National Strategic Plans (NSPs) . These plans are being developed to support efforts *to Increase Access to Quality Early Childhood Services with Priority for the needs and circumstances of Vulnerable Children* in the region and will also contribute to the development of an OECS Regional Strategy for ECD.

Summary of Monitoring, Studies and Evaluations

1.   UNICEF ECO conducted a preliminary study of cost-benefit analysis of ECD in Trinidad and Tobago to contribute towards advocacy of child-budgeting for children. The study identified significant challenges of a structural nature specifically with respect to the quality of staffing, technological constraints, differential access to ECCE centres and lack of recognition being placed on the importance of M and E in the overall success of ECCE ventures. The key recommendation from this study, which is one of the first undertaken in Trinidad and Tobago, will be to lobby government and other stakeholders to ensure that longitudinal studies are conducted to evaluate the impact of ECCE on school performance and national development as a whole. This study will also be used to inform UNICEF programming in Trinidad and Tobago as a part of its 2012-16 CPAP.

2.   The CARICOM Costing and Financing Research study conducted in Antigua and Barbuda and St Kitts and Nevis sought to identify innovative mechanisms which could be used as a means of funding early childhood development in the Caribbean region. The study identified philanthropic grants and assistance from International Donor Agencies as two of the more feasible sources for the generation of finances in the short term, recognizing that revenue streams are subject to fluctuations. In addition the region, with its HDI ranking of moderate and above, could find difficulty in competing with more vulnerable regions for funds. This study will be used as a guide in developing funding-raising strategies to support early childhood development

Future Work Plan
The following priority areas for the Multi-Country Programme fall within two main UNDAF outcomes:-

The Eastern Caribbean Area will enter a Programme of Cooperation in 2012 with the following main priority actions:-
ECD Policy, Regulatory frameworks and Standards
-        Assessing , monitoring   and improving the quality of early childhood learning and care environments , in line with the CARICOM Guidelines and National Standards;
-        Supporting the development or revision to documents; Continue advocacy efforts to influence the approval and ratification of documents.

Provision of assistance to implement National Strategic Plans(NSPs)
-        Establishing targeting mechanisms to ensure equitable access to quality ECD services by vulnerable populations;
-        Identification of needs for services in vulnerable communities ;
-        Collaborating with partners in designing interventions to support the development of vulnerable boys and girls with attention to resources, intensity, duration and frequency to have impact;

Increasing Access to quality ECD services
-        Training and upgrading of skills of practitioners and care givers in vulnerable communities;
-        Introducing / expanding   alternative community models to increase the access of marginalized and excluded groups to quality services;
-        Combining approaches to existing services for "hard to reach" individuals, groups and geographical areas;

Supporting selected countries to roll out agreed child centred curriculum
-        Training and re-tooling of teachers and care givers in the use of developmentally appropriate methods and strategies;
-        Supporting the provision of developmentally appropriate equipment and educational materials to upgrade environments in vulnerable communities;

Development / strengthening of screening systems to improve early identification, diagnosis and interventions in the 0-3 age cohorts.
-        Sourcing of tools which have a research based history;
-        Support the identification and review of   tools suitable to our context;

Effective Governance Structure

The governance and oversight structure of the UNICEF Eastern Caribbean is built around the Representative who has overall accountability for the efficient and effective management of the human and financial resources of the Office in order to achieve programmatic and operational results. This position is supported by two functional managers, the Deputy Representative with a programme team of seven persons and the Operations Manager with a team of five persons across the areas of HR, Finance, ICT and Administration. A corollary to this management structure is the oversight office committees such as CMT, JCC, IAOG, SMT along with regular programme, operations and all staff meetings which were adequately used to monitor actual performance against planned results, including emergency preparedness and response as a part of emergency risk management. This also entailed regular updating of the EPRP and participating in testing of radios and other satellite emergency communication devices as part of wider UN emergency preparedness and response.

Major initiatives taken by the CMT during 2011 to improve operational and programmatic performance while focusing on addressing areas of weakness included:
- Concentrated efforts to be more inclusive of Staff Association in CMT and other oversight and ad hoc committees in the office such as the VISION Change Management committee.
- Quick response to the departure of staff in Trinidad and Tobago Office in order to ensure that programmatic results were still achieved in spite of early exit of two key staff members.
- Adapting the performance management reports to provide requisite information for the Barbados office in spite of ongoing problem of Suriname being reported as part of the Barbados office.

Strategic Risk Management

The Enterprise Risk Management was used as a structured medium for assessing the risk of the Office using the Risk Control Self-Assessment (RCSA) exercises to identify the medium and high risks in order to develop strategies to mitigate against these risks. High and medium risks identified from this exercise were as follows:
- UN Reform
- Predictability of Funding
- RBM measurement and Reporting on results
- Ability to Change
- Process, Procedures and Controls

These risks were reviewed and addressed in all staff forums in January and June 2011 where actions to be taken by the Office to mitigate against these risk were discussed and agreed. Process, procedures and controls and ability to change were given special focus and helped to better focus management on issues that really matter while achieving some degree of collective ownership of the action plan to improve the risk profile of the Office. An external facilitator was used to coordinate these sessions which were well received by staff.

Another feature of the structured approach to regularly assessing the effectiveness of controls to mitigate risks also included a combination of internal audits and spot checks. The results from the ERM/RCSA were also used as follows:
- Strengthen governance systems and functioning of office committees
- Build stronger team spirit within the office
- Simplification of business/work processes
- In annual planning and reporting process
- CPD and CPMP preparation process

The Office maintains a steady focus on emergency and crisis risks by regular review and update of the EPRP and BCP, highlighting emergency in programme planning and budgeting, prepositioning of emergency

supplies to facilitate rapid response and active participation in disaster preparedness activities such as radio testing, warden system and simulations as part of the wider UN system.

Evaluation

Annual Integrated Monitoring and Evaluations Plans (IMEPs) are developed based on the Country Programme Action Plan (CPAP). Of the 46 IMEP activities planned in 2011, 65 per cent were completed, while 20 per cent are ongoing. Of the 18 studies, surveys and evaluations recorded, 61 per cent were completed while 22 per cent are ongoing. Of the five evaluations that were planned or ongoing in 2011, three were completed, one is ongoing, while the other was cancelled.

In compliance with recent guidelines and policies on evaluation and to improve objectivity, fairness and impartiality, a multi-sectoral committee was established to review the Terms of Reference and shortlist suitable candidates for the ongoing "Evaluation of Child-Friendly Schools in the Eastern Caribbean". Appropriate technical inputs were received from the regional office, in addition to the establishment of a 'Reference Group'. A more permanent "Research & Evaluation" committee is being proposed to provide ongoing quality assurance, strengthen the use of research findings and follow up of recommendations by the CMT, programmes and operations sections.

To strengthen national capacity for country-led evaluations, a Planning M&E specialist post was filled and an additional Chief of M&E post created will be filled in 2012. Strengthening of technical M&E capacity within Government/NGO partners and UNICEF staff is an ongoing process. Evaluations conducted in the last two years were mostly implemented by experts outside the Caribbean and this is one of the rationales for establishment of a regional centre of excellence on M&E, to increase national and regional capacity to undertake evaluations. Further, in collaboration with the OECS Secretariat and UNDP, 89 Government and NGO staff received knowledge and skills on monitoring and evaluating of programmes and projects (Dominica-21, St. Vincent & Grenadines -34 and Grenada-34) as part of efforts to develop in-country capacity for evaluations.

The office has undertaken much more surveys and studies than evaluations. Management response has been provided for all evaluations completed to date. There is however room for improvement in the quality and quantity of evaluations conducted and quality assurance mechanisms established to support evaluations at the country-level. Findings and recommendations of evaluations are utilized by the concerned programmes and as applicable to others. Further, synthesis and sharing of the knowledge available from the findings, recommendations, lessons learned and best practices of studies, surveys and research, will facilitate use and re-use by UNICEF and its partners. An evaluation of the programme strategies, and the risks and assumptions which form the basis of the programme design will be beneficial.

Effective Use of Information and Communication Technology

During 2011 UNICEF ECO undertook several ICT initiatives which sought to improve efficiency.

These included:

·   Upgraded all workstations to meet the corporate requirements for VISION and other key corporate initiatives;
·   All specialists and other key staff have remote connectivity to UNICEF LAN and key corporate systems.
·   Remote connectivity services to Guyana and Suriname Offices for remote access to ProMS.

·   Continue to provide ICT support to other UN Agencies including collaboration on MOSS and emergency telecommunications equipment and testing.

·   Upgraded key connectivity link and installed a redundant link for resilience in preparation for internet based VISION.

·   Started the virtualization of the servers as part of improved efficiency and effectiveness coupled with cost saving and reduced carbon footprint.

·   Provide consistent and reliable access to UNICEF corporate applications.

·   Maintain and establish good relationships with vendors and suppliers.

·   Further costs saving on communication by utilizing VOIP; regional plans that encompassed the countries covered by the Office and the introduction of Blackberry services to all specialists.

Utilized WEBEX and Video conferencing to provide a virtual presence and hence reduced travel costs for both Barbados and the other offices in the Caribbean.

Fund Raising and Donor Relations

It remained difficult for UNICEF ECO to mobilize Other Resources for programming in the Eastern Caribbean, but through effective and efficient operations and programming, the Office sought to maximize the resources in hand. Sixty-three (63%) per cent of OR funds under the CPD was realized

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The CMT provided oversight on a quarterly basis to budget and DCT management oversight while the Programme Meetings were structured to provide regular monitoring and reporting of DCTs and budget utilization. Consequently DCTs over nine months were kept to a minimum.

Overall fund utilization was 99 per cent for Barbados and the Eastern Caribbean and 98 per cent for Trinidad & Tobago.

Expiring 2011 PBAs recorded 100 per cent and 99 per cent for Barbados and the Eastern Caribbean and Trinidad & Tobago respectively.

Additionally all donor reports which were due were submitted on time and mechanisms were put in place to keep donors up-to-date with the results being generated from their contribution towards enhancing the lives of Eastern Caribbean children.

In addition to ensuring maximum utilization of funds in a cost-effective manner, UNICEF ECO also exploited opportunities for joint partnerships with other UN agencies in order to maximize results for children. Through this method, the Office was, for example, able to support Barbados and St Lucia to undertake MICS for the first time ever in these states, with UNWOMEN and UNFPA making financial contributions. New modalities also included advocacy with the Caribbean Development Bank, which led to the Bank contributing funds to subregional states to roll-out DevInfo platforms.

Management of Financial and Other Assets

The UNICEF Eastern Caribbean has not had an audit since 2005, however in spite of this, the office has strived to remained compliant with financial, HR, ICT and office management audit requirements. With the planned introduction of IPSAS and VISION, interim and year-end closure requirements have assisted the office in this respect as guidelines and feedback from DFAM, DHR have been instructive in maintaining and improving financial and administrative systems and procedures to ensure efficient, timely, cost–effective and transparent utilization of resources.

Review of the support budgets shows utilization of 99% and achievement of all objectives in spite of a 2% reduction in the budget for 2011. Savings were affected in travel of approximately 15% compared to a requested 5% by RO, while operating costs were also reduced by 20% through reduction in telecommunications costs, temporary assistance and rental and maintenance of equipment.

Timely preparation of bank reconciliations and use of bank optimization for cash flow management also reflected transparency in utilization of resources and solid performance against office indicators by IR. With the planned introduction of IPSAS, it is anticipated that financial and internal controls will be further refined to enhance effectiveness and efficiency

Supply Management

The value of supply procurement is $232,109.76 (3 per cent) of the overall MCP budget ($5,809,909.72; Programme Budget - $4,928,881.99; Support Budget - $881,027.73). The procurement types most utilized were local and direct as they consistently proven to be quicker and more efficient in light of the programming realities. Local procurement accounted for $109,837.78 (47 per cent) while direct procurement total $56,055.83 (25 per cent) respectively of the total supply throughout. Offshore procurement which also included emergency preparedness and pre-positioning of supplies represent $66,216.15 (28 per cent).

·   Requests for procurement services often are 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 and re-training in related procedures. Decisions taken by the CMT include the continued streamlining of: (i) supply planning; and (ii) procedures for pre-positioning emergency supplies, inventory management and distribution of materials to counterparts.
·   Long terms arrangements are to be established to enhance a speedier turnaround and accessibility to different materials and services.
·   The quality and timeliness of supply inputs are generally good. However, there is a need for improvements in the area of supply planning, use of the Supply Plan as a tool and partner capacity building.
·   Local procurement tends to be most effective especially in consideration of after-service delivery and maintenance arrangements.
·   Monitoring visits are undertaken when reviewing programme implementation.
·   Support from Supply Division, Copenhagen and NYHQ and Emergency Section - UNICEF/TACRO continues to be of a very good quality, timely and effective.

Despite the fact that the total supply value is nominal, there are key challenges related to management and efficient service delivery in a multi-country context. Due to the frequent changes in government personnel and limited institutional capacity there is a recurrent need to train and retrain counterparts in the procurement process. These are among the core obstacles to effective service delivery.

Human Resources

With the introduction of PAS the new performance measurement system, staff members have been slowly adjusting to the change in focus to self-appraisal and change in rating system. The new procedure was reviewed with some staff but unfortunately, training in this modality was not available until after implementation and the timing of the training was not convenient for staff due to the heavy demands of VISION preparations.

SAP/HR was implemented by June 2011 as planned and relevant staff members benefited from training in TACRO during May prior to live switch over which was done in parallel. The ICT officer also attended Super User training in HR as a substitute for the HR Assistant in November. The office also trained five other staff members as VISION Super Users in the areas of Finance, Supply, Programme and Warehousing who then returned to replicate training for the wider office in preparation for VISION go-live on 01 January 2012. In addition, the Operations Manager also completed Competency Based training of trainers programme in TACRO and received the requisite certification. The Office ensured that an additional five staff members were trained in competency-based interviewing techniques to facilitate recruitment of staff per the new country programme.

In a year in which the CPMP was prepared in order to support the new multi-CPD and the phasing out of the UNICEF Trinidad and Tobago office, staff morale issues arose as a result of the changes and uncertainty. The global staff survey reflects this anxiety by staff, including its perspective on the transparency of office management's dealing with the changes proposed in the CPMP. The Office Management, in their effort to maintain a harmonious relationship among staff, organized to two staff development days which focused on the results of the global staff survey and risk assessment. The Staff Association also extended tangible support to staff morale by organizing staff meetings, celebrating staff birthdays, organizing staff farewells, supporting the staff involved in the a UN organized First Aid course and holding social outreach programmes for two disadvantaged families and their children.

The planned phasing out of the Sub-regional Advisors positions and UNICEF Trinidad and Tobago office saw the departure of the Sub-regional Child Protection Advisor to the Sri Lanka office, the Child Protection Specialist, who took up duties in the Nairobi regional office in June; the Communication Specialist, who departed in September to assume duties in Eritrea; and the Head of Office and Social Policy Officer who elected for early retirement effective end November 2011.

With the preparation for VISION and IPSAS implementation and the departure of many staff members, including the Representative, it was been a demanding and hectic year for all staff; however work-life balance was maintained as much as possible through the use of flexi-time. Six staff members are eligible for the one-time review which is scheduled to be conducted for the TACRO region in March 2012.

Efficiency Gains and Cost Savings

Efficiency and cost saving gains were achieved in the following areas:
·   VOIP – Further saving on VOIP were realised with the deployment of phones to the Trinidad & Tobago office and with the incorporation of the office PBX with the UNICEF VOIP connection to other UNICEF offices.
·   Mobile services – with the switch in mobile provider from LIME to DIGICEL the office was able to realise significant costs savings on roaming charges, equipment costs and international calls. These savings are approximately US$ 6,000.00 (30%) per annum.
·   Further saving were realised with the purchase of the document centre versus the prior lease arrangement which over a three year period totaled US$ 36,000.00 compared to the purchase of the equipment with a minimum life span of 5 – 7 years at a cost of US$ 18,374.

Increased use of WEBEX and Video Conferences services to reduce travel costs related to regional and other overseas meetings

Changes in AMP and CPMP

There are quite a number of ongoing changes –such as the organizations shift from to IPSAS and VISION as well as to internal UNICEF policies that regulate these operational changes. Furthermore there is a shift towards multi-year workplans, monitoring progress Intermediate and Programme Component Results as well as a thrust towards level three- bottleneck- monitoring.

Programmatically the office will be starting its multi-country programme for 12 Eastern Caribbean Area countries in 2012 with a strong equity agenda focusing on the most disadvantaged girls and boys. It adds one additional country- Anguilla- and shifts emphasis on a programmatic and operational hub. Operationally, despite the extension of its scope programmatically, the support budget has been significantly cut with further savings and efficiencies to be explored.

The countries represent twelve of the twenty CARICOM (associate) member states and all nine of the OECS member states. The office will there be actively involved in at least UNCT (in Trinidad and Tobago and for Barbados and the OECS) and their UNDAF and joint groups

As of 2012, there is therefore a need to employ a multiplicity of management strategies which concentrate on:
ü focusd priority programming in data and national monitoring systems, education and lifelong learning, and (social and child) protection to facilitate state CRC compliance and reporting to the CRC Committee
ü programmatic focus priority attention to those countries with the lowest GNI – St. Vincent and the Grenadines, Dominica, Grenada and St. Lucia, however still leaving room for sectoral work in other countries as it relates to the disparity and equity ratios;
ü developing a mechanism to establish and maintain country specific baselines on children and results monitoring;
ü the usage (and strengthening) of Centres of Excellence, key regional and international partners such as UN Agencies (UNECLAC, UNFPA, UN Women and UNDP), World Bank, OAS, CDB, UWI, OECS, CARICOM, Huddersfield University, NCH Action for Children, HIGHSCOPE;
ü merging technical expertise in the current offices in Barbados and Trinidad and Tobago into the Barbados-situated hub with the recruitment of a Chief of M&E and Chief of Education. However, outpost a Social and Economic Policy Specialist (L3) with support staff and using Temporary Appointments and consultants to provide necessary expertise in order to bridge identified capacity gaps but also function as "foot soldiers" in the priority countries to ensure follow-up and implementation.
ü effective usage of technology to realise enhanced operational and programmatic effectiveness and efficiency with respect to cost and time saving in addition to reducing the inherent challenge in programming in 12 autonomous countries from one base;
ü simplifying of processes and revising the programme support structure to maximise further efficiency gains;
ü establishing a culture of management excellence through creating an enabling environment for participation, ownership and teamwork
focus on emergency preparedness and response taking into consideration the reality of operating in a disaster-prone region.

Summary Notes and Acronyms

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BOTs	British Overseas Territories
BCP	Business Continuity Planning
BVI	British Virgin Islands
CARICOM	Caribbean Community
CBU	Caribbean Broadcasting Union
CBOs	Community Based Organisations
CCSI	Caribbean Child Support Initiative
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CHA	Community Health Aides
CIDA	Canadian International Development Agency
CMT	Country Management Team
COHSOD	CARICOM Council for Human and Social Development
CFS	Child Friendly Schools
CP	Child Protection
CPA	Country Poverty Assessment
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPMP	Country Programme Management Plan
CR	Child Rights
CRC	Convention on the Rights of the Child
CSA	Child Sexual Abuse
CSR	Corporate Social Responsibility
CXC	Caribbean Examinations Council
C4D	Communication for Development
DCT	Direct Cash Transfer
DFID	Department for International Development- United Kingdom
DRR	Disaster Risk Reduction
ECCE	Early Childhood Care and Education
ECD	Early Childhood Development
ECHO	early Childhood Health Outreach
EU	European Union
FBO	Faith Based Organisations
FDCC	Foundation for the Development of Caribbean Children
GDP	Gross Domestic Product
GRENCODA	Grenada Community Development Agency
HACT	Harmonized Approach to Cash Transfer
HDI	Human Development Index
HEU	Centre for Health Economics – University of the West Indies
HFLE	Health and Family Life Education
HIV	Human Immuno Deficiency Virus
HQ	Headquarters
IACHR	Inter American Commission on Human Rights
ICT	Information and Communication Technology
IMF	International Momentary Fund
IPSAS	International Public Sector Accounting Standards
JCC	Joint Consultative Committee
LAC	Latin America and the Caribbean
LAN	Local Area Network
M&E	Monitoring and Evaluation
MCP	Multi-Country Programme

MDG	Millennium Development Goals
MEPA	Monitoring, Evaluation, Programming and Advocacy Platform
MOE	Ministry of Education
MOU	Memorandum of Understanding
MICS	Multiple Indicators Cluster Survey
MTR	Mid-Term Review
MTSP	Medium Term Strategic Plan
NGO	Non Governmental Organisation
NSP	National Strategic Plans
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
OP-AC	Optional Protocol on the Involvement of Children in Armed Conflict
OP-SC	Optional Protocol on the sale of Children, Child Prostitution and Pornography
PAHO	Pan American Health Organisation
PANCAP	Pan-Caribbean Partnership Against HIV/AIDS
PATH	Programme for the Advancement of the Health and Education
PRS	Poverty Reduction Strategies
PSA	Public Service Announcement
PSRP	Poverty Reduction Strategic Plans
RCP	Roving Caregivers Programme
RO	Regional Office
RBM	Results-Based Management
SoE	State of Emergency
SIDS	Small Island Developing States
TCI	Turks and Caicos Islands
UNDAF	United Nations Development Assistance Framework
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNCT	United Nations Country Team
UNST	United Nations Subregional Team
UNICEF ECO	UNICEF Eastern Caribbean Office
UNWOMEN	United Nations Fund for Gender Equity and the Empowerment of Women
UWI	University of the West Indies
VOIP	Voice Over Internet Protocol
WICB	West Indies Cricket Board
WDPAC	World Day of Prayer and Action for Children

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Opinion Poll on Societal attitudes towards juvenile offenders: Barbados, St Lucia, and Dominica	2011/001	Study
2	Situation Analysis of Sexuality Education in the Caribbean	2011/002	Study
3	Assessment of the Quality of the Learning Environment and teaching methodologies at schools providing special Education in Barbados	2011/003	Study
4	Survey of the scope of children experiencing learning disabilities in Barbados	2011/004	Study
5	Children and Climate Change: Action for Prevention, Mitigation & Response to fulfill the rights of children to Education in Emergencies	2011/005	Study
6	Analysis of Child-sensitive corporate social responsibility initiatives of private sector companies in Trinidad & Tobago	2011/006	Study
7	Survey on situation of out-of –school children in Turks & caicos islands	2011/007	Survey
8	Survey on Institutionalized children and adolescents in Eastern Caribbean	2011/008	Survey
9	Evaluation of NGO adolescent programme as part of national positive adolescent development programming	2011/009	Evaluation
10	Evaluation of the Gender-sensitiveness of the 2008-2011 Eastern caribbean Multi-country programme	2011/010	Evaluation
11	Evaluation of the Life-skills programme in Barbados	2011/011	Evaluation
12	Documentation of the impact of alternative ECD models (Reaching the Unreached)	2011/012	IMEP
13	CARICOM ECD costing and financing research project with CCSI, CDB and UNICEF	2011/013	Study
14	The Incidence and perpetuation of rural poverty in Trinidad & Tobago	2011/014	Study
15	Early Childhood Care and Education in Trinidad & Tobago	2011/015	Study
16	Situation of Children and Women in Barbados and the Eastern Caribbean, 2011	2011/016	Situation Analysis
17	Situation of Children and Women in Trinidad & Tobago, 2011	2011/017	Situation Analysis

Other Publications

	Title
1	In Touch
2	Situation Analysis of Children and the Families in the Eastern Caribbean
3	The Situation of Children and Women in Trinidad & Tobago

Lessons Learned

	Title	Document Type/Category
1	Child and Gender-Sensitive Social Protection	Innovation

Programme Documents