Executive Summary

While countries globally are slowly recovering from the 2008/2009 economic crisis, the 12 Middle Income Countries in the Eastern Caribbean (ECA) are still deeply affected by the downturn, and that has serious budgetary implications. Unemployment is rising, and the working poor. Despite some policy progress, the majority of poor are girls and boys and inequity persists.

Key Achievements:

National level Break the Silence (BTS) Initiatives to End Child Sexual Abuse (CSA) were launched in all 12 ECA countries. In Trinidad and Tobago, BTS-I, the UNITE Campaign to End Violence Against Women and Girls and the UNICEF Global End Violence Project have been instrumental in promoting mandatory reporting and has strengthened the collaboration between Government, civil society and the private sector.

With UNICEF support, progress on enabling environments for children included:
(i) St Lucia approved its National Early Childhood Development (ECD) Policy;
(ii) St. Kitts and Nevis approved three Children’s Bills[1] and launched its national Social Protection Strategy; and
(iii) Grenada launched its Child Protection Authority and its national Social Protection Policy.

The Hub for the Caribbean Children’s Rights Observatory Network was selected, along with the Caribbean Community (CARICOM) Secretariat, National Statistical Offices and the Institute for International Relations as the hub, given its institutional capacity and relevant human rights and sustainable development agenda.

National planning and visioning exercises for children were initiated in three countries [2]. The Trinidad and Tobago Social Justice Act forms the basis of UNICEF’s support to the newly approved UN Development Assistance Framework (UNDAF) 2014-2020.

The Office successfully completed its integrated budget submission exercise, which was subsequently approved by the governments. Associated adjustments and recruitments were completed.

Constraints:

- National ownership of and progress on the Multi-Country Programme (MCP) are negatively affected by frequent changes in high level Government personnel in the countries, including Ministers and Permanent Secretaries, which requires renewed effort to maintain sustained momentum.
- Delays in internal work processes due to audit preparations, staff changes, implementing partner changes, over six months for disbursements, cash transfers (DCTs) and increased efforts on transition to upstream programming, slowed implementation in 2013.

Key Partnerships included:

- An agreement was reached for the development of a harmonized multi-dimensional survey tool in the Organization of Eastern Caribbean States (OECS) sub-region in partnership with the OECS Secretariat, National Statistical Offices, Caribbean Development Bank, United Nations Development Programme (UNDP), UN Women, the International Labour Organisation (ILO) and the World Bank (WB).
- A UN Joint Programme led by UNICEF on Child and Gender-Sensitive Social Protection with UN Women, UNDP, ILO and the WB; and close collaboration with the WB.
- The national implementation of the OECS Education Sector Strategy with CDB, WB, UNESCO and OECS Secretariat.
- A private sector fundraising effort with PriceSmart, which raised US$71,000.

[1] Child Justice Act, the Children Act and the Status of Children Act as well as the Domestic Violence Bill were passed in St. Kitts and Nevis in November 2013.
[2] Trinidad and Tobago, St. Lucia and Dominica

Country Situation as Affecting Children & Women

Many financial, social and political challenges confronted the 12 small island developing states (SIDS) [1] covered by the Multi-Country Programme in the Caribbean Area. With a few exceptions [2], the economies in almost all the countries registered disappointing growth rates for the year, and the governments narrowed their negative balances, in St. Kitts and Nevis, indebtedness still exceeds 100 per cent of GDP.
Fiscal vulnerability remained a concern in the sub region, primarily in the service exporting countries. Tourism, which is the main earning sector, continues to contract, recording a 2.2 per cent decline in tourist arrivals for the first quarter of 2013, and are in the double digits in the majority of the countries. Across all the countries, Governments cut public spending and revenue.

Despite middle-income categorization, the countries continue to have significant challenges in addressing poverty. While in Trinidad and Tobago to US$5,335 in St Vincent and the Grenadines [6], ECA countries face significant pockets of poverty, with the overall majority of the income poor and single parents experiencing higher levels of unemployment or being among the working poor. Children and their families have been made more vulnerable in the last few years as a result of diminishing household income. Small Island Developing States consisting of eight countries and four British Overseas Territories.

On the political front, the DLP was re-elected in Barbados in February with Cabinet adjustments; in Trinidad and Tobago, the main opposition party in local government elections; and in Grenada the NNP took all parliamentary seats as it was re-elected. Nevis, a motion of no confidence in the administration was tabled while the CCM defeated the Nevis Reformation Party Island Administration after a year of legal battles over the validity of the last elections [7]. These changes in turn affected pending decisions on policy and legislative changes.

Crime continued to affect the Caribbean, with high murder rates. Trinidad and Tobago, the most populous country in the sub region, has a homicide rate than Mexico. Even a more stable country like Barbados had a murder rate of 11.3 per 100,000 people in 2012, compared to the United States [8]. Reporting of violence against children persists in local newspapers, though data remain sketchy.

Preliminary data from the multiple indicator cluster survey (MICS) in St. Lucia, Barbados and Trinidad and Tobago highlight concern relating to low post natal checks of newborns and post-natal care for mothers, high levels of physical and psychological violence. Ongoing efforts through advocacy and the roll out of the child friendly schools (CFS approach) is seeing alternative discipline practices slowly being introduced and a reprioritization of the total treasury revenue intake and to a lesser extent Dominica due to geothermal energy.

Under the leadership of the Ministry of Health (MoH) in Trinidad and Tobago, UNICEF supported a study to analyse the national and international estimates of child mortality rates, with an aim to review the causes of child death and identify interventions that prevent further decrease in the child mortality rates. Preliminary data indicate that approximately 12 per cent of mothers and the majority of deaths occur in the neonatal period where hospital care is critical.

Countries in the ECA are making slow but steady progress in education sector reform initiatives, working toward the implementation of approved OECs Education Sector Strategy, albeit with some challenges. All countries have achieved universal primary education, with public spending reduced from 5.3 per cent of GDP in 2009/2010 to 4.8 per cent in 2012/2013.

The main barriers to education participation and outcomes relate to structural inequalities, institutional processes and practices, violence, threatening language, favouritism, limited attention to poor performing students, curriculum and pedagogy.

- the fact that most ECD centres are private and fiscal space in all countries is limited;
- the gap between enrolment and attendance is notable in both primary and secondary levels, especially among girls;
- more than 45 per cent of all secondary school teachers are untrained[9], while two thirds of all primary teachers are trained in corporal punishment, which is legal, and which is exercised with increased student violence. Ongoing efforts through the Ministry of Education to implement the CFS approach is seeing alternative discipline practices slowly being introduced and a reprioritization of the total treasury revenue intake and to a lesser extent Dominica due to geothermal energy.

Trinidad and Tobago is continually jolted with light earthquakes. Throughout the region, seasonal hurricanes and heavy rains persist, with the passing of Caribbean Secondary Education Certificate (CSEC), fewer boys (36 per cent) than girls (64 per cent) earn.

[1] Small Island Developing States consisting of eight countries and four British Overseas Territories.

[2] Exception is Trinidad and Tobago due to its energy sector accounting for about 60 per cent of the total treasury revenue intake and to a lesser extent Dominica due to geothermal energy.

Eastern Caribbean Multi-Country Programme

In 2013 UNICEF ECA undertook several determinant analyses with partners, both at the national and sub-regional levels, with bottlenecks in:
(i) providing free and fully complete birth certificates (3 countries);
(ii) juvenile justice reforms (all OECS countries);
(iii) universal ECD in Dominica; and
(iv) the demand and use of social data for national policy making.

The determinant analysis was very useful in the prioritisation of areas for immediate follow-up by the respective Government bearers. It also helped UNICEF ECA to refine its strategy, narrow the focus of the objectives in the MCP in certain areas, and to have increased influence on national institutions and processes.

Instead of aiming to support the establishment of administrative data systems for the child protection (CP) sectors in all 12 countries, focus on establishing juvenile justice registries with the OECS Secretariat, and strengthening child abuse case management systems in selected countries. A partnership was formed to promote evaluation and the establishment of a Caribbean evaluation network with CDB and UNDP.

In Dominica, the analysis prioritized UNICEF support toward a M&E and Budget Plan for its ECD Policy and to address the needs of children that would normally be generated in the MICS into existing household surveys, such as the Household Budget Survey of the Country Poverty Assessment, as a harmonized MPM survey.

The determinant analysis will further support the 2014 MTR to scale back on some of the ambitious goals of the MCP and SMART Outcomes and Outputs commensurate with the level of human and financial resources.

In all the components, partnership building underpins the multi-country programme implementation. 2013 yielded some described above and in SP programmes that involve several UN agencies, as well as the CDB and World Bank. Partnership to form leveraging results in Juvenile Justice (JJ) or Education sector reforms through the OECS where other major donor has significant funding contributions. The ECA also played a pivotal role in partnerships with other UNICEF Offices in the CARICOM to establish the Child Observatory Network, Break the Silence on CSA, drafting a common strategy on Private Sector Fundraising, and to further support the 2014 MTR to scale back on some of the ambitious goals of the MCP...
Humanitarian Assistance
The Regional Office (RO) assisted the Office in testing its Business Continuity Planning (BCP) and undertake a two-day simulation whereby multiple islands were affected, including Barbados. The simulation highlighted some weaknesses in the Office’s preparedness. The Office also responded to a humanitarian disaster in Dominica, St. Vincent and the Grenadines (SVG) and St. Lucia. The rapid assessment of the World Bank indicated that SVG’s GDP would suffer a 15% loss, costing 15% of SVG’s GDP. With 50% of the population (50,000 people) without pipe water supply in SVG’s and east of St. Lucia with their drinking water compromised, immediate response was provided, including the supply of water purification tablets, hand sanitizers and hygiene kits to affected communities.

The Office also initiated support to the Governments to quickly rollout its psycho-social programme “Return to Happiness” and hygiene materials were dispatched to the Governments to minimise disruption in students’ education when schools were closed due to the supply of water purification tablets, hand sanitizers and hygiene kits to affected communities.

Effective Advocacy
Mostly met benchmarks
The Office developed a work plan based on the identification of three advocacy priorities for the sub region and messaged country situations. With heightened advocacy, three countries have made progress on their long overdue Convention on the Rights of the Child (CRC) reports. St. Vincent & the Grenadines formally submitted a report in November, and Cabinet approval was achieved in Barbados.

UNICEF ECA collaborated with partners and stakeholders to promote the rights of children and women. Focused advocacy efforts are being carried out in collaboration with national child protection departments, other UN agencies, CARICOM, community-based organisations (CSOs), private sector institutions, and external partners such as the US Embassy and British High Commission.

UNICEF advocated through a strategic selection of approaches, both public and private. Traditional and new media (Facebook and YouTube) were used, and the Representative, Deputy Representative and Programme colleagues directly interfaced with policy makers on issues such as Under 5 Mortality in Trinidad and Tobago, CRC Optional Protocol ratification and CRC State reporting across countries.

The Office is finalizing equity profiles for each ECA country in light of limited up-to-date and available data to assist in further advocacy more effectively for this population. An Advocacy M&E tool was developed and is being piloted by M&E and communications to monitor and evaluate opportunities, progress and performance.

In addition to the three advocacy priorities identified in the Office Advocacy Strategy, the Office has been able to respond to other priorities such as A Promise Renewed, under 5 mortality in Trinidad and Tobago and childhood disability as part of the Social Protection of Children and Older People (SOWCR) launch.

Capacity Development
Mostly met benchmarks
The focus was on strengthening national and sub-regional institutions as part of the UNICEF’s upstream work in the Eastern Caribbean Multi-Country Programme.

The Office endeavoured to build consensus and national ownership on the priority areas for children and women in the Eastern Caribbean. Policy and visioning consultations in St. Lucia, Trinidad and Tobago and Dominica, resulting in joint national priority work plans. The half year PCA with the OECS Secretariat was reviewed to align priority areas for children with national planning.

There is also a system for regular collection and analysis of information and on the performance toward results at second operations meetings, Country Management Team (CMT), MidYear and End Year Reviews. Although joint Mid-Year and End Year Reviews are costly in a multi-country context, regular programme monitoring is also carried out with partners through field visits. The policy and visioning consultation was successfully applied in 2013 where implementing partners across the Eastern Caribbean area connected through Web Conferences and half year Review Meeting with the Deputy Regional Director.

Efforts are underway to better document lessons learned (i.e., documenting upstream programming and its impact on children’s lives)
Communication for Development

**Mostly met benchmarks**

Communication for Development (C4D) focused on developing strategies to address violence against children (with an emphasis on corporal punishment and child sexual abuse) in schools and communities. Partners have also been introduced to a wider range of strategies (with an emphasis on corporal punishment and child sexual abuse reports, information from child neglect study and information from disciplinary practices in CFS) to design interventions to address CSA, child neglect and corporal punishment in schools. All materials developed by countries relating to CSA and corporal punishment were pre-tested with participant groups. Countries were supported to integrate monitoring mechanisms in their work plans, whether through pre and post-test or other approaches. A Term Agreement to monitor change was integrated in the C4D work plan.

Service Delivery

**Fully met benchmarks**

The Country Programme Action Plan (CPAP) focuses on the core roles of the UN in Middle Income Countries and does not deliver services for children, with the exception of limited support to NGOs in juvenile justice reform modelling. UNICEF also supports the collection and analysis of data through surveys, assessments, evaluations, studies and bottleneck analysis that help partners to identify constraints in services to the most disadvantaged children. Partners have also been introduced to a wider range of strategies (with an emphasis on child oriented planning, bottlenecks and barriers) to deliver services to more targeted population groups in social assistance, early childhood development, the health sectors and child protection services.

Strategic Partnerships

**Fully met benchmarks**

As UNICEF ECA went into gear for a full shift to upstream programming, the Office actively engaged in collaborative relationships with a wide range of parties, both state and non-state, to promote and ensure the fulfilment of child rights in the sub region and to advance efforts to address child violence, education (UNESCO), violence (UNODC), child neglect (UN Women), violence against women (UN Women, UNODC and UNDP), child and gender-sensitive social protection (UN Women, ILO, UNDP and FAO), CRC and MDGs, Elimination of All Forms of Discrimination Against Women (CEDAW) State Reporting (UN Women), MICS and multidimensional poverty (UNDP and ILO).

UNICEF is further collaborating with its UN Sister Agencies on several priority areas, including education (UNESCO), violence (UNODC), child and gender-sensitive social protection (UN Women, ILO, UNDP and FAO), CRC and MDGs, Elimination of All Forms of Discrimination Against Women (CEDAW) State Reporting (UN Women), MICS and multidimensional poverty (UNDP and ILO).

UNICEF is an active member of the Eastern Caribbean Development Partners Group (ECDPG) and leads the ECDPG sub-group for which it also has established an Eastern Caribbean Social Protection Newsletter.

Partnerships with other Offices in the Caribbean have also been extended in M&E (Caribbean Child Observatory Network Initiative) and private fundraising partnership (PFP) strategy.
The expected outcomes of the partnerships have been documented in the form of Memorandums of Understanding (MOUs), Agreements (PCAs), Concept Notes, Joint Programmes (i.e. UN Joint Programme on Social Protection), Joint Work plans, UNICEF and the UNDAF for the OECS and Barbados and the UNDAF for Trinidad and Tobago.

**Knowledge Management**

*Partially met benchmarks*

UNICEF ECA is working with a wide range of stakeholders to create, share and use knowledge for better organizational and developmental results. Some of the efforts in 2013 included:

- Studies, such as the national evaluation of a social protection programme in St. Lucia, bottleneck analysis on basic services in Caribbean countries, infant mortality in Trinidad and Tobago, and MICS;
- A data collection plan to monitor CPAP indicators;
- The initiation of an in-house DevInfo system;
- Support to the OECS to develop its first Annual Education Digest;
- Development of country Equity Profiles;
- The launching of the OECS/UNICEF Online Social Policy for Children Toolkit and certificate as a means of sharing social policy for children with practitioners in the ECA;
- Leading the identification of the hub for the Caribbean Child Rights Observatory Network (CCRON) and its establishment in Barbados and other UNICEF Caribbean Offices;
- A quarterly magazine that documents and disseminates information on progress in applying the CFS approach;
- A biannual newsletter that compiles work in social protection in the ECA by UN and development partners – The Eastern Newsletter is produced by UNICEF as part of the Eastern Caribbean Partnership Group on Poverty Reduction (ECPGPR);
- Media events, along with the UNICEF website, Facebook and YouTube, were used to convey findings from studies to beneficiaries and partners to relevant UNICEF and external sources and networks.

UNICEF ECA is still struggling to find sustainable ways to develop and maintain a useful internal knowledge management system for documenting innovations and lessons learned.


**Human Rights Based Approach to Cooperation**

*Mostly met benchmarks*


One key programme priority was supporting the national Governments in CRC state reporting to the Committee on the Rights of the Child. Renewed advocacy with Governments in the ECA to submit outstanding CRC reports. St. Vincent and the Grenadines; Dominica, Nevis, Dominica and Barbados and Antigua and Barbuda have reviewed their draft State CRC Reports with their respective Governments. Overseas Territories submitted their CRC Report as part of the UK State Report in 2013.

UNICEF provided substantial input to the Barbados and Dominica Universal Periodic Review (UPR) report for the Human Rights Council.

After the Caribbean Community (CARICOM) approved undertaking of three University of the West Indies (UWI) institutions and the Institute for International Relations (IIR) creation of the Caribbean Child Rights Observatory. The objective of the Observatory is to have an accurate analysis of the situation of children in the region and support to member states in developing evidence-informed policies for children; and to serve as an advocate for children to the most vulnerable groups in the region.

**Gender Equality**
Mostly met benchmarks

Through strategic partnerships with the WB, UN Women, UNDP, CDB and the OECS Secretariat, and with the enhancement of disaggregated data, there is now a better understanding of gender issues in areas such as education and transition to work, particularly in emergent contexts. This is being reflected in the country equity profiles under development.

Cultural norms and practices have been integral in creating and perpetuating social and economic inequalities between genders. Men and women are expected to perform different roles in the family, typically placing primary responsibility for the management of the household on women, while permitting men far greater freedom and control over their time, money and domestic tasks and child rearing, particularly for single mothers, contribute to high levels of stress, limit women’s earning potential and make women more vulnerable to poverty. Women and girls’ vulnerability to domestic and sexual violence is one of the strongest indicators of gender-based violence. UNICEF addressed some of the cultural norms and practices with partners by supporting national child and gender reforms in three countries. The psycho-social support and conflict resolution promoted in targeted indigent and disaster-affected communities has led to a reduction in some of the social practices that perpetuate the situation.

UNICEF ECA uses a gender lens in its programming and to address the most severe forms of gender-based abuse and exploitation. UNICEF ECA, along with national counterparts, emerged as a regional leader of a growing social movement to break the silence and take concerted action to end child abuse.

Environmental Sustainability

Mostly met benchmarks

Disaster risk reduction (DRR) is mainstreamed through the MCP. Its actual implementation has not been as wide-spread as anticipated, with further tightening in 2014.

Despite a limited systematic focus, to a certain extent, opportunities have been taken to address environmental and climate change issues in ECA. Those included:

- Together with the RO and with support from the HQ Child Protection Section, the Office hosted a training on Child-Friendly School in the Eastern Caribbean UNICEF CP Officers and partners. Some ECA countries then followed up and incorporated elements in their national preparedness and response plans.
- Others continued in-country training and institutionalization of the Return to Happiness programme.
- UNICEF ECA participated in several consultations organised by the Caribbean Disaster Management Agency to develop the Regional Comprehensive Disaster Management Strategy, ensuring a focus on vulnerable populations, including children, and coordination with Development Partners.
- A Partnership was formed with St. George’s University on the revision of the Return to Happiness (RTH) Manual for Training of Trainers Workshop for National Coordinators. In 2013, UNICEF supported the roll-out of national training in St. Vincent and the Grenadines and St. Lucia after the December 2013 rains was the implementation of the RTH for approx. 500 children in both countries. The success of this initiative led to further training in countries such as Grenada, St. Kitts and Nevis.
- UNESCO and UNICEF (Global) collaborated to develop Toward a Learning Culture of Safety and Resilience, a text book integrating disaster risk reduction (DRR) in the school curriculum. UNICEF ECA, along with national counterparts, participated to identify advances, challenges and recommendations for the integration of DRR in the education sector in the Caribbean.
- Baseline data has been collected for seven of the countries covered to support response actions in the event of a disaster.
- The UNICEF Chief of Education attended the global Education in Emergency training in Turkey.
- Social Protection Policies in St. Kitts and Nevis, Grenada and St. Lucia identified environmental and climatic issues highlighted the needs for flexible social protection programmes that can cater to those risks.

South-South and Triangular Cooperation

The MCP works across eight countries and four British Overseas Territories, and south-south and triangular cooperation strategy to model country specific work for adoption by another countries. The rollout of the Child-Friendly School approach is an example of these efforts.

UNICEF also sought partnerships with other agencies to facilitate broader south-south learning. For example, in a partnership with the Organization of American States (OAS), Eastern Caribbean countries are learning from the non-conditional cash transfer social protection methods implemented in the Andean region of South America.
Cross Caribbean cooperation with countries such as Jamaica has also been fostered. UNICEF ECA facilitated exchanges within the Eastern Caribbean Area and the wider Caribbean in the areas of social protection, ECD, child poverty analysis.

Efforts beyond the Caribbean, especially in Latin America, have been limited due to language barriers.


Effective Governance Structure

As part of its efforts to increase efficiency and maximise results for children, the Office identified key objectives and priorities for 2013. These were:
(i) Systematic and results-oriented fundraising and strategic partnerships for leveraging more than US$750,000;
(ii) Implementation of the Office Advocacy Strategy;
(iii) Preparation and facilitation of the 2013 Audit;
(iv) Managing for Results with emphasis on baseline data, RAM, MORES and administrative data systems; and
(v) Finalization, dissemination and use of MICS.
These priorities were integrated into individual work outputs and closely monitored in Country Management Team (CMT) and other management structures.

In addition to the formal management structures, a number of Office Oversight Committees, including CMT, Joint Consultative Committee (JCC), CBR, and CRC were used to monitor performance against planned results, including emergency risk management, along with regular programme, operations and all staff meetings. The Early Warning Early Action (EWEA) was updated regularly and radios and other satellite emergency communication devices were tested, linking with the UN emergency and response plan. Two staff meetings. The Early Warning Early Action (EWEA) was updated regularly and radios and other satellite emergency communication devices were tested, linking with the UN emergency and response plan. Two staff representatives were part of CMT, and issues raised by staff were addressed as a standard agenda item at the monthly CMTs.

Major initiatives taken by the CMT during 2013 to improve operational and programmatic performance while focusing on addressing areas of weakness included:
- Review and realignment of job functions in line with International Public Sector Accounting Standards (IPSAS) and VISION requirements was completed in the first quarter of 2013, with an oversight visit by the Regional Chief of Operations;
- Staff representation was included in the consultative process for the preparation of the Integrated Budget and in other (oversight/ad hoc office) committees;
- Regular monitoring of the Office management indicators with specific focus on DCTs;
- Periodic review and update on Regional Director’s letter/matrix 2013 for enhanced office E &E;
- Staff development activities to improve team building and Office dynamics, including a one and a half day staff development retreat;
- HACT assurance activities were completed in all focus countries, in addition to Barbados and Trinidad & Tobago;
- Regular compliance with mid-year and end-year closure reporting requirements;
- Regular monitoring in work and staff development plans and timely completion of the Performance Appraisal System (PAS);
- An Audit of the Office was completed in October the draft audit report as awaited by the Country Office);
- Comprehensive one and a half year review completed with participation (physical and virtual) by partners and the Deputy Regional Director;
- EWEA and BCP simulation exercise and training with regional support to address multiple emergencies occurring in three countries simultaneously.

Major challenges include planning and programme implementation in a dynamic multi-country context where senior Government officials continually change and agreed upon priorities are stalled. Outstanding DCTs with one Ministry responsible for multiple sectors in the SIDS stalled programme disbursement in various areas. The need for extensive travel to engage countries and maintain programme momentum, the limited pool of qualified consultants to assist with highly technical upstream programming, and delays in internal work processes also posed challenges. The latter is to be addressed with the full implementation of the 2013 Programme and Budget Review submission in 2014, including the re-alignment of roles and responsibilities, introduction of two new staff positions and a review of work processes.

Strategic Risk Management
The structured approach to identifying risks revolved around Enterprise Risk Management. A comprehensive Office-wide RCSA exercise was completed in 2013 and based on the results, the following medium to high risks were identified:

- Funding and External Stakeholder Relations
- Governance and Accountability
- Result-Based Management and Reporting
- Human Resources/Unethical Behaviour
- Supply and Logistics
- ICT systems and Information Security
- Natural Disasters and Epidemics.

Strategies to mitigate against these risks as agreed and discussed in CMT are contained in the Risk and Control Self-Assessment (RCSA) Action Plan, which centred on utilizing performance management tools, learning and development activities such as results based management (RBM) and M&E training and strengthening awareness on preventive measures. A combination of internal audits and spot checks were conducted as part of the Harmonized Approach to Cash Transfer (HACT) assurance. Careful attention was paid to role assignments, segregation of duties and oversight responsibilities.

The Office continued to focus on the optimal functioning of and training in the use of the performance management dashboard, which contributed significantly to RBM measurement and reporting on results.

Risks related to the Human Resources/Unethical Behaviour were managed by encouraging and monitoring completion of the new updated online ethics course as part of the Office staff development plan. The Office continues to grapple with inadequate human resource support for staff and recruitment of consultants.

The Office maintains a steady focus on emergency and crisis risks by regularly reviewing and updating the EWEA and BCP, highlighting emergency in programme planning and budgeting, prepositioning emergency supplies to facilitate rapid response, and actively participating in disaster preparedness activities such as radio testing, warden system and simulations as part of the wider UN system.

**Evaluation**

In 2013 the ECA Office gave increased importance to evaluation work by allocating sufficient resources and using impartial evaluation findings to refine programme strategies.

The 2013 IMEP provided clear details on the scope and coverage of the planned M&E work (country-specific, multiple countries and sub-regional level) and included three evaluations that support the programme work and the 2014 MTR. One evaluation was completed on the Social Protection Koudmein programme in St Lucia and findings were presented to partners and at the IDEAS Global Conference. The recruitment of consultants for the two other evaluations (inactive ECD Curriculum and ECHO Programme) was delayed due to lack of skilled and experienced evaluation experts in the region. Those evaluations are scheduled to begin in January 2014. As a follow-up to the one-and-half year review, the annual IMEP was revised in July 2013 based on the Office’s actual implementation capacity and the observed external constraints.

The formative evaluation of the Koudmein Pilot (part of the “Puente in the Caribbean” initiative supported by the OAS and EU) aims to capture and condense lessons, practices and successes to inform the second phase of the programme and scale-up the effort and its linkage within national child and gender-sensitive social protection reform efforts in St. Lucia. The most notable features of that evaluation are the emphasis placed on capacity building of counterparts and the use of an equity-focused approach. For example, the consultant formulated an evaluation plan supported by evaluation tools that were presented and used by counterparts. As the evaluation process unfolded, the consultant also co-led, with the M&E section, RBM/Evaluation training sessions for St. Lucia Social Development Fund (SSDF) and the Ministry of Social Transformation. Equity focus was promoted by looking at the equity in terms of values promoted (redistribution to those who need it the most), contribution to disparity reduction (removal of barriers to access to social services and jobs) and long term possible gains for the society (increased social inclusion, etc.).
The recommendations of the 2011 CFS evaluation were uploaded into the Global Evaluation Reports Oversight System (GEROS). Implementation of the evaluations recommendations is ongoing and monitored.

Taking advantage of the opportunity provided at the IDEAS conference in Barbados, the ECA Office partnered with UNDP, OECS secretariat and CDB to organise a one-day side-meeting for all Caribbean counterparts that led to: the identification of barriers and bottlenecks to increased use of evaluations for decision-making and performance management; the identification of regional and national priority actions; and a commitment by the CDB, UNDP and UNICEF to support the establishment of a wider and strengthened Caribbean evaluation network. Side meetings were co-hosted with UNDP on M&E Strengthening and on youth voices at the SIDS Conference in preparation for the global SIDS conference.

A number of partners (Ministry of Planning and Ministry of People and Social Development in Trinidad and Tobago, Ministry of Social Work in Grenada and Ministry of Social Transformation in St. Lucia) have since approached UNICEF for assistance in RBM/Evaluation.

**Effective Use of Information and Communication Technology**

ICT initiatives implemented to improve efficiency and effectiveness included:

- Implementation of windows update server to manage the installation and upgrades to corporate systems;
- More streamlining of the VISION and APPROVA systems;
- Continued ICT support to other UN agencies, including collaboration on MOSS and emergency telecommunications equipment & testing;
- Migration of backup systems to external hard drives for better reliability and management;
- Provision of consistent and reliable access to UNICEF corporate applications;
- Maintaining and establishing good relationships with vendors and suppliers;
- Disposing of obsolete equipment in an environmentally friendly manner and streamlining the ICT equipment asset register; upgrading of existing systems to corporate standards;
- BCP/Emergency simulation in collaboration with the Regional Office;
- Continued utilization of WEBEX, Video conferencing and Skype to provide a virtual presence and reduce travel costs for Barbados and the other Offices in the Caribbean;
- Updating the Business Continuity Plan and performing radio tests as part of new agency warden system; and
- Installation of print management software to manage and monitor printing in the Office for cost saving and environmental considerations.

The introduction of a third telecommunications provider has resulted in increased bandwidth and reduced telecom costs.

**Fund-raising and Donor Relations**

Sixty per cent of donor reports from the Office were submitted within reporting deadlines. Greater efforts were made to upload the donor reports to VISION at least two or three days prior to the deadlines.

A total of 19 per cent of the OR ceiling (US$2,854,206.01) was mobilized. A US$1.2 million proposal for the protection of children in the British Overseas Territories (2013-2015) has been going through its final approval process with the UK Government.

Following an inactive hurricane season, no appeals were required, but toward the end of the year severe flooding in the sub-region required an emergency response. Most of the pre-positioned stock was used and a request for additional resources was made to the Canada Fund for Local Initiatives – Humanitarian and Disaster Relief.

Grants that expired during the reporting period totalled US$727,160. The overall utilization rate was 99 per
Mechanisms are in place to monitor the use of funds at several levels: output budget monitoring by Programme Specialists and Chiefs; and outcome budget monitoring at sectional reviews, programme meetings and at CMT, using the Dashboard and monthly Programme budget overviews compiled by the Senior Programme Assistant.

Traditional donors have reduced their interest in the sub-region, so new modalities including a new Caribbean-wide focus on the private sector are being explored within the ECA and with sister Caribbean Offices. ECA hosted a training for all English speaking Caribbean PFP focal points where a strategy and work plan were drafted to increase support from the regional private sector. PSF initiatives are just beginning to yield some income.

**Management of Financial and Other Assets**

The ECA Office was audited in September/October 2013 and the audit report is expected in January 2014. Efforts continued to comply with all financial, HR, ICT and Office management audit requirements.

The Office continued to adhere to IPSAS and VISION as implemented in 2012. Mid-year and year-end closure activities were successfully completed, following guidelines and feedback from DFAM. As a result, financial and administrative systems and procedures have been maintained and improved to ensure efficient, timely, cost-effective and transparent utilization of resources.

The Office ensured that revisions to global policies and guidelines adopted under the IPSAS and VISION framework were reviewed and implemented.

The Institutional Budget was effectively utilised as planned to achieve objectives. Through quarterly reviews, the CMT monitored the budget to adjust of both programme and operations budgets as necessary. With the shift to the matching principle, costs relating to programme equipment, travel, courier costs and bank charges were appropriately allocated to the programme budget, thereby balancing the burden on the limited support budget.

HACT was implemented in the Eastern Caribbean Area in 2008, and continued to be adhered to in 2013, with spot-checks and programme monitoring done on an ongoing basis to ensure that any risk identified was mitigated. UNICEF currently has the only trained HACT team in the UN system. The other UN agencies are begin implementing HACT. This would greatly alleviate the present burden on UNICEF.

The Office updated the 2012 fund raising strategy. The support budget represents 25 per cent of the RR funds allocated to the Office. DCT liquidations remain a challenge, with DCTs over nine months standing at 18 per cent as at 31 December 2013.

The programme implementation rate was lower than previous years, with RR at 77 per cent and OR at 96 per cent. The percentage of PBA utilized within the original duration of the PBA was 99 per cent. A review of the support budgets shows 100 per cent utilization of funds and achievement of all objectives.

The overall Office performance against the management indicators was largely satisfactory, apart from the challenges with DCT.

Efficiency gains were realised with the introduction of multi-trip TAs and a shift to almost 100 per cent wire transfers for disbursements.

**Supply Management**

The value of supply procurement was US$73,987.35, representing one per cent of the overall MCP budget (US$5,668,543; Programme Budget - US$4,834,327; Support Budget - US$2,854,206.01). Local and direct
procurement is preferred, as these modalities have consistently proven to be the most efficient given programming realities in the small island multi-country context. Local procurement accounted for US$46,616.66 (63 per cent) of the total supply throughput, and direct procurement totalled US$27,570.69 (37 per cent). A total of 99 per cent of the procurement requests from counterparts involve UNICEF budgetary allotments to support programming. Most requests for procurement services are below the minimum quantity and budget amounts stipulated by the Supply Division. Coordination presents several challenges associated with the frequent changes in Government personnel and the need for training and retraining in supply procedures. The CMT made decisions regarding continued streamlining procedures for repositioning of emergency supplies, inventory management and distribution of materials to counterparts.

To enhance delivery of and accessibility to materials and services, long term arrangements are being established for printing of advocacy materials and procurement of standard and emergency supplies. Suppliers of those commodities and services have been identified who have both the capacity to deliver and a proven track record of good performance in providing quality products and services.

The quality and timeliness of supply inputs are generally good. Supply planning needs to be improved, which would impact delivery to the end-users/beneficiaries and enhance programme results. Since the IPSAS conventions are applied to recognition of expenditure, supply planning becomes even more crucial. Partner capacity building in planning and supply processes will further enhance the level of delivery.

The economic situation continues to negatively impact local markets as suppliers strive to remain competitive. Some suppliers under-quoted to gain the contract and subsequently attempted to increase prices. Local procurement continues to be most effective, especially considering after-service delivery and maintenance arrangements.

The Office collaborated with UNWOMEN and UNDP on key regional meetings, with UNICEF providing logistical and other support.

The main mode of distribution continues to be via courier services. Partners have also collected supplies and the Programme Specialists distributed supplies while on mission travel. The year end value of stock is US$74,455.53, including Emergency Pre-Positioned Stock valued at US$26,344.15 and Programme Supplies valued at US$48,111.38.

Monitoring visits were undertaken during programming visits.

Supply Division, Copenhagen and NYHQ and the Emergency Section - UNICEF/TACRO continued to provide equality, timely and effective support.

Supply training for two staff members, one of whom is assuming responsibility for supply processing in 2014 will be a priority in 2014 in order to ensure that the realignment of job functions as agreed in the IB submission is realised.

Although the total supply throughput is not large, there are perennial challenges of frequent changes to Government personnel and weak institutional capacity, which often stymied efficient service delivery. There is a recurrent need to train and retrain counterparts in procurement processes.

### Human Resources

All staff activities were successfully processed in VISION. All staff now have access to Employee Self-Service (ESS) and are able to perform functions such as leave requests, closure of trips and updates of personal non-personnel administration information.

The Office recruited a new Senior Executive Assistant following the retirement of the incumbent. Two temporary Programme Assistants were also recruited to provide support to the M&E and Education sections, pending the recruitment as per the approved 2013 PBR. Following the approval of the IB submission, the Office successfully recruited the Accounting and Finance Assistant GS6, Operations Assistant GS5 and a
Programme Assistant GS5. There were four recruitments, two of which were internal candidates in abolished posts. Support was provided to the education unit by a temporary appointment.

The Office is housed in the UN House in Barbados, and a presence is maintained in the UN House in Trinidad and Tobago, where the Social and Economic Policy Specialist is out-posted. A local intern was recently added to the Office staff to support the Specialist. Negotiations to embed the Specialist in Trinidad and Tobago with UNECLAC as per the PBR have been unsuccessful. The Specialist will remain in the UN House until the UN negotiations with the Government for rent-free premises are completed.

PAS and E-PAS for 2012 were completed for all staff by the 30 April 2013 deadline. Formal and informal discussions were held throughout the year, along with coaching.

A one and a half day retreat was held as part of the ongoing response to the Global Staff Survey 2011, where issues identified centred on staff morale, teamwork and communication. Several all staff meetings were convened to ensure staff members were aware of Office activities and priorities.

Development opportunities were extended to staff in a number of critical areas, including: Caribbean Basin Initiative, Spanish language, Social Norms, Education in Emergencies, Education Policies, PPP, PSF, IDEAS, Leadership Development Programme, DLC, Ethics and Social Protection and Budgeting. Other staff training included IPSAS, VISION and online courses in Microsoft and Skillsoft.

The Office implemented nine of the ten minimum standards on HIV/AIDS in the workplace (male and female condoms were not provided). Discussions have begun with UNFPA to resume the supply of condoms in 2014.

### Efficiency Gains and Cost Savings

Efficiency gains and cost saving initiatives in 2013 included:

- Multi-Trip TAs;
- Per the global guidance on consultants, the Office no longer organizes or plans travel for consultants as part of their contract;
- Seeking partners to co-host and organize regional meetings, whereby partners distribute the debt sustainability analysis and terminals and UNICEF pays the travel agency upon receipt of FACE Forms from Government travellers;
- Cross programme follow-up among programme sectors when travelling;
- Transition to 100 per cent wire transfers to vendors and suppliers;
- Review of processes and functions as part of the IB submission preparation;
- Installation of print management software to monitor and manage printing;
- Reduction by half in newspaper subscriptions;
- Use of other UN drivers to reduce temporary assistance staff costs when the UNICEF driver is on leave;
- Use of Skype and WebEx for meetings to reduce travel costs;
- Reduction in the procurement of Office supplies; and
- Replacing traveller’s cheques with debit cards for staff who frequently travel, to facilitate receipt of DSA and any related travel expenses.

### Changes in AMP & CPMP

Changes envisaged in the 2014 AMP include:

The alignments of roles and responsibilities among staff are to take place as part of the full implementation of the 2013 PBR. With the new staff on board and with two years of experience in the IPSAS/VISION environment, work processes and the staff back-up systems will also be reviewed.
The Annual Management Plan will need to take into consideration the planning and execution of the 2014 MTR as well as the recommendations of the 2013 Audit.

### Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>ACRONYMS</th>
<th>Description</th>
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<td>APR</td>
<td>A Promise Renewed</td>
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<td>BOTs</td>
<td>British Overseas Territories</td>
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<td>BCP</td>
<td>Business Continuity Planning</td>
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<td>BVI</td>
<td>British Virgin Islands</td>
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<td>Caribbean Community</td>
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<td>Community Based Organisations</td>
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<tr>
<td>CCRON</td>
<td>Caribbean Child Rights Observatory Network</td>
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<td>CDB</td>
<td>Caribbean Development Bank</td>
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<td>Caribbean Disaster Emergency Management Agency</td>
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<td>CDM</td>
<td>Comprehensive Disaster Management</td>
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<td>CEDAW</td>
<td>Convention on the Elimination of all Forms of Discrimination Against Women</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>United Nations Country Team</td>
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<td>UNST</td>
<td>United Nations Sub regional Team</td>
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<td>UWI</td>
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### Evaluation

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<td>Determining the Results of the Koudmen Sent Lisi Pilot Programme: A Social Safety Net Programme in St. Lucia</td>
<td>2013/001</td>
<td>Evaluation</td>
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<td>Under 5 Mortality in Trinidad and Tobago - Analysis and Causes</td>
<td>2013/002</td>
<td>Study</td>
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<tr>
<td>Quality of the Learning Environment and the Teaching Methodologies at Schools Providing Special Education</td>
<td>2013/003</td>
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<td>Sexual violence against children in the Caribbean</td>
<td>2013/005</td>
<td>Study</td>
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<tr>
<td>Overview of birth registration systems in the Eastern Caribbean and bottleneck analyses</td>
<td>2013/006</td>
<td>Study</td>
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<tr>
<td>Situation of Boys, Girls and Adolescents in Institutional Protection and Care in Grenada</td>
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### Lessons Learned

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<td>Promoting the use of the determinant analysis to identify bottleneck and barriers in a multi-country context</td>
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