

An abstract graphic at the top of the page, below the logos, consisting of a dark blue background with a complex network of thin, light blue lines connecting various colored dots (yellow, orange, blue, white) in a 3D-like structure.

Independent Country Programme Evaluation: Barbados And Eastern Caribbean *Annexes*



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ANNEX 1. TERMS OF REFERENCE

I. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs),¹ previously known as “Assessment of Development Results” (ADRs), to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country/Subregional Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.² The responsibility of the IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. While maintaining its independence, the IEO will conduct the evaluation in close collaboration with the UNDP office in Barbados, the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC), the United Nations sub-regional office in Barbados, the Commission of the Organization of Eastern Caribbean States (OECS) and its member states.³

This is the second evaluation conducted by IEO in Barbados and the Eastern Caribbean.⁴ The evaluation will focus on UNDP’s work during the current UNDP programme cycle of 2017-2021, with a view to contributing to the preparation of UNDP’s new programme starting from 2022. As the IEO will also conduct a thematic evaluation on Disaster Risk Reduction and Climate Change Adaptation (DRR/CCA) in 2020, the two evaluation teams will jointly evaluate the DRR/CCA portfolio in Barbados and Eastern Caribbean to enhance efficiency and coherence.

II. SUB-REGIONAL CONTEXT

Over the last three decades, the part of the Eastern Caribbean region covered by the UNDP’s sub-regional

¹ For the purpose of this exercise, the sub-regional programme in Barbados and the Organization of Eastern Caribbean States will be considered as “one country”.

² <http://web.undp.org/evaluation/policy.shtml>.

³ Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, The Federation of St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, British Virgin Islands, Anguilla, Martinique and Guadeloupe. UNDP’s sub-regional office is responsible for covering all OECS’ countries except Martinique and Guadeloupe.

⁴ IEO conducted an ADR in 2009. <http://web.undp.org/evaluation/evaluations/adr/barbados-oecs.shtml>

office of Barbados has moved from focusing on mono-crop agriculture to service economies primarily based on tourism. Despite some success, this transition has been accompanied by weak economic growth. Gross domestic product (GDP) of the Caribbean Small States at large⁵ averaged 1 percent for the period 2010 to 2015, contracted during 2016 (-1.6 percent) and 2017 (-0.2 percent) and returned to positive figures in 2018 (+1.3 percent).⁶ Debt-to-GDP levels in the Caribbean continue to be elevated, and considerable fiscal initiatives are underway to reduce them. Efforts are especially strong in Barbados to tackle unsustainable debt levels, which had reached 148.4 percent in 2017 and reduced to an estimated 126.9 percent of GDP at the end of 2018.⁷

Economic challenges are exacerbated by climate change. It is considered that between 1966 and 2015, 60% of all climate-related disasters in Small Island Developing States (SIDS) occurred in the Caribbean; the region accounted for about 90% of all deaths, 79% of all affected persons, and almost 90% of all damage costs within that period.⁸ The 2017 Hurricanes Irma and Maria heavily hit the sub-region. Thousands of people were made homeless, and key infrastructures for transportation, water, health, education got destroyed. The hurricanes damaged or destroyed 95 percent of houses in Barbuda, 90 percent of all roofs in Dominica, and more than 70 percent of houses in Anguilla and the British Virgin Islands (BVI).⁹ The damage and loss assessment conducted by United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and UNDP estimated total cost of US\$ 2.3 billion for the BVI, 1.37 billion for Dominica, US\$ 327 million for Anguilla, and US\$ 222 million for Barbuda.¹⁰ The sixth Regional Platform for DRR in the Americas, held in June 2018, approved the Regional Action Plan for the Implementation of the Sendai Framework¹¹ which is a nonbinding plan that marks a step towards wider regional efforts to support countries build community resilience and reduce disaster risk and its impacts. Aligned to this is the current 2014-2024 Caribbean comprehensive disaster management (CDM) strategy whose priorities are institutional strengthening; knowledge management to support evidence-based decision making; mainstreaming of CDM in key sectors; and building disaster resilience.¹²

All countries and territories in the sub-region rank high in the Human Development Index, with Barbados ranking highest in the very high human development category (56th) followed by St. Kitts and Nevis (73th), Antigua and Barbuda (74th), Grenada (78th), St. Lucia (89th), St. Vincent and the Grenadines (94th) and Dominica (98th).¹³ The sub-region, however, present persistent challenges linked to poverty and inequality, as documented by ECLAC. Unemployment, particularly among youth, has been rising in the past decade. Youth's chance to be unemployed is three times higher than adults (25 percent vs. 8 percent).¹⁴ Non-communicable diseases are increasingly spread, with the number of people suffering from diabetes being double than expected in Barbados, Saint Vincent and the Grenadines, and the Virgin

⁵ The World Bank sub-region group covering Antigua and Barbuda, The Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, Federation of Saint Christopher (Kitts) and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

⁶ The World Bank Data. <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=S3>

⁷ Inter-American Development Bank, Caribbean Region Quarterly Bulletin: Volume 8 Issue 1: March 2019

⁸ PAHO. *Caribbean Action Plan on Health and Climate Change*. 2019. Page V.
<http://iris.paho.org/xmlui/handle/123456789/38566>

⁹ Hurricane Irma and Maria: one year on, UNDP, 2019

¹⁰ Economic Commission for Latin America and the Caribbean, *The Caribbean Outlook 2018*.

¹¹ Sendai Framework for Disaster Risk Reduction. <https://www.unisdr.org/we/coordinate/sendai-framework>

¹² <https://www.cdema.org/cdm#cdm-strategy>

¹³ UNDP Human Development Report 2019. <http://hdr.undp.org/en>

¹⁴ ECLAC, *The Caribbean Outlook 2018*

Islands. Gender inequality is perceived mostly in terms of per capita income (with a gap of 33 percent)¹⁵ and participation in decision-making, with the share of women in Ministerial cabinet positions being less than 15 percent in several countries.¹⁶ The sub-region presents the highest rate of gender-based violence in Ibero-american countries: Barbados has the second highest rate of number of women's deaths at the hands of their intimate partner/formal partner (3.4 per 100,000 women), followed by St. Lucia (3.3).¹⁷

Poverty and inequality are, however, difficult to quantify in the absence of adequate national information systems. Poverty data included in the 2018 ECLAC publication date back to 2009 at best; only St. Lucia reported that 25 percent of population lived below the national poverty line in 2016.¹⁸ Full inequality data are only available for Barbados and St Lucia, and only in relation to life expectancy for Antigua and Barbuda and Grenada. When adjusted by inequality, the HDI of Barbados falls to 0.675 (a loss of 17 percent, higher than the 10,7 percent average of high human development countries) and that of St Lucia falls to 0.617 (a loss of 17.2 percent, in line with the average of other high human development countries).¹⁹ The challenges faced by the OECS Regional Statistical System are well acknowledged and include: outdated statistical legislation; inadequate resources allocated to statistical activities; weak institutional capacity; low profile of statistics; inadequate coordination of statistical activities; and feeble demand and use of official statistics.²⁰

III. UNDP PROGRAMME IN BARBADOS AND EASTERN CARIBBEAN

The UNDP sub-regional programme document (SPD) for Barbados and OECS for the period 2017-2021 builds on the results of the Multi-country Programme Action Plan (M-CPAP) for 2012-2016 and responds to the four priorities agreed in the United Nations Multi-Country Sustainable Development Framework (MSDF) for the period of 2016-2020.²¹ These priorities were validated by the 17 Caribbean governments and are aligned with the Caribbean Community strategic plan for 2015-2019, as well as the SIDS accelerated modalities of action pathway and the 2030 Agenda for Sustainable Development.

UNDP's SPD was planned to contribute to four of eight outcomes defined in the MSDF: two in the area of sustainability and resilience, one in support of access to equitable social protection systems, services and economic opportunities (with a focus on data), and one related to enhanced citizen security. Estimated resources amounted to US\$ 57.3 million, with more than half (55 per cent) allocated to DRR/CCA and sustainable energy.

¹⁵ UNDP Human Development Report 2019

¹⁶ The British Virgin Islands, St. Vincent and the Grenadines, St. Kitts and Nevis, Antigua y Barbuda and Dominica. Data from 2018. Gender Equality Observatory, ECLAC

¹⁷ Ibid.

¹⁸ The world Bank Data. <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=S3>

¹⁹ UNDP Human Development Report 2019. Inequality-adjusted HDI (IHDI) data.

²⁰ OECS Statistical Services Unit. *Revolutionizing Our Statistics | Developing Our Societies. 2017 to 2030*. Saint Lucia, 2017.

²¹ The MSDF covers 18 English and Dutch speaking countries and overseas territories. <https://www.unicef.org/about/execboard/files/UNDAF-MSDF-Caribbean.pdf>

Table 1: MSDF outcomes to which the SPD planned to contribute to (2017-21)²²

MSDF outcome	Programme outputs	Indicative resources (\$)	
		Regular	Other
MSDF PRIORITY: AN INCLUSIVE EQUITABLE AND PROSPEROUS CARIBBEAN. OUTCOME 1.2.: ACCESS TO EQUITABLE SOCIAL PROTECTION SYSTEMS, QUALITY SERVICES AND SUSTAINABLE ECONOMIC OPPORTUNITIES IMPROVED			
Outcome 1.2.4 Extent to which national and sub-regional statistical systems are strengthened for evidence-based planning and for monitoring lagging MDGs and SDGs	Output 1.1. Strengthened institutions (central and sub-regional statistical systems) for evidence-based planning for social protection programming and the achievement of the lagging MDGs and the SDGs Output: 1.2. Capacity built for estimation of multi-dimensional poverty and levels of deprivation for improved evidence-based policy making Output 1.3. Implementation of the OECS Regional Strategy for the Development of Statistics (RSDS) supported as part of the wider evidence-based policy and planning agenda for the sub-region	500,000	1,000,000
MSDF PRIORITY: A SUSTAINABLE AND RESILIENT CARIBBEAN. OUTCOME 4.1.: POLICIES AND PROGRAMMES FOR CLIMATE CHANGE ADAPTATION, DISASTER RISK REDUCTION AND UNIVERSAL ACCESS TO CLEAN AND SUSTAINABLE ENERGY IN PLACE			
Outcome 4.1.2. No. of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building. Outcome 4.1.4. No. of countries with National Adaptation Plans or Disaster Risk Reduction and Climate Resilient strategies under implementation	Output 2.1. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access Output 2.2. Action on climate change adaptation and mitigation in line with countries’ intended nationally determined contributions pledges across sectors scaled up/improved and implemented Output 2.3. Preparedness systems in place to effectively address the consequences of and response to natural hazards e.g. geo-physical and climate resilient and man-made crisis at all levels of government and communities	350,000	31,559,000

²² Source: UNDP SPD for Barbados and the Organization of Eastern Caribbean States (2017-2021)

MSDF PRIORITY: A SUSTAINABLE AND RESILIENT CARIBBEAN. OUTCOME 4.2.: INCLUSIVE AND SUSTAINABLE SOLUTIONS ADOPTED FOR THE CONSERVATION, RESTORATION AND USE OF ECOSYSTEMS AND NATURAL RESOURCES			
<p>Outcome 4.2.1. No. of countries in which competent national and sub-national authorities are implementing integrated natural resources management guidelines;</p> <p>Outcome 4.2.2. No. of countries implementing international conventions and protocols that seek to adequately value and protect marine and coastal ecosystems</p>	<p>Output 3.1. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Output 3.2. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>	350,000	12,849,000
MSDF PRIORITY: A SAFE COHESIVE AND JUST CARIBBEAN. OUTCOME 3.2.: EQUITABLE ACCESS TO JUSTICE, PROTECTION, CITIZEN SECURITY AND SAFETY REINFORCED			
<p>Outcome 3.2.1. No. of countries where the number of victims of intentional homicide per 100,000 population has decreased</p> <p>Outcome 3.2.2. No. of countries that have a decrease in the number of women and men reporting experiences of physical and sexual violence</p>	<p>Output 4.1. Quality, comparability and reliability of gender disaggregated citizen security data improved to facilitate national and regional evidence-based planning and policy making</p> <p>Output 4.2. National and regional legislative frameworks and policies on citizen security strengthened, including made more gender sensitive.</p> <p>Output 4.3. Capacities in gender-sensitive crime prevention at the community level strengthened</p>	765,000	10,000,000
Grand Total		57,373,000	

IV. GOAL AND SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to inform the discussion ahead of the development of the SPD for the next programme cycle.

ICPEs are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and look at factors – both positive and negative - that have driven performance. The ICPE will focus on the formal UNDP sub-regional programme approved by the Executive Board for the period 2017-21. Yet, the ICPE will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any adaptation to the SPD driven by contextual factors. In particular, the ICPE will pay close attention to UNDP's response to the 2017 hurricanes, and how this has affected the overall implementation of the programme.

The scope of the ICPE includes the entirety of UNDP's development programmes in the country, whether funded by UNDP's regular resources, donors, and the governments. The support provided by RBLAC and Headquarters will also be considered.

V. EVALUATION QUESTIONS AND APPROACH

The ICPE will address three main evaluation questions, which will also guide the presentation of the evaluation findings in the report: ²³

- i. What did the UNDP sub-regional programme intend to achieve during the period under review?
- ii. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- iii. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used to better understand how, and under what conditions, UNDP's interventions are expected to lead to inclusive and prosperous, sustainable and resilient, safe and cohesive Caribbean. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. To the extent possible, the ICPE will seek to use available indicators to measure or assess progress towards the outcomes. In assessing the SPD's progression, UNDP's capacity to adapt to the changing context and respond to national/sub-regional development needs and priorities will also be looked at. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

The effectiveness of UNDP's sub-regional programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

²³ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the standard criteria by the Development Assistance Committee of the Organization for Economic Cooperation and Development. More detailed sub-questions will be developed during the desk review phase of the evaluation and included in an evaluation matrix.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and, eventually, the sustainability of results in the country will be examined in response to evaluation question 3. In addition to sub-regional and country-specific factors that may explain UNDP's performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

The IEO will engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the region.

VI. METHODOLOGY AND DATA COLLECTION

The ICPE will rely on a triangulation of data collected through various sources, including:

- a. Desk review of programmatic and project-level documentation, including background context documents; strategies and theories of change developed by UNDP sub-regional office; Results Oriented Annual Reports; project documents and progress reports; and decentralized evaluations²⁴ conducted by the country office and partners.
- b. Interviews/focus group discussions with key informants, including UNDP staff at Headquarters, regional, and country level; members of the United Nations Regional Team, government representatives and members of sub-regional and regional organizations, donors, civil society organizations, and beneficiaries of project interventions.
- c. Field visits to project sites, selected based on a number of criteria including project's size, duration of intervention, proximity to other project sites. All outcome areas will be covered, as appropriate. The coverage should include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.²⁵
- d. An advance questionnaire will be administered to the sub-regional office before the data collection mission.

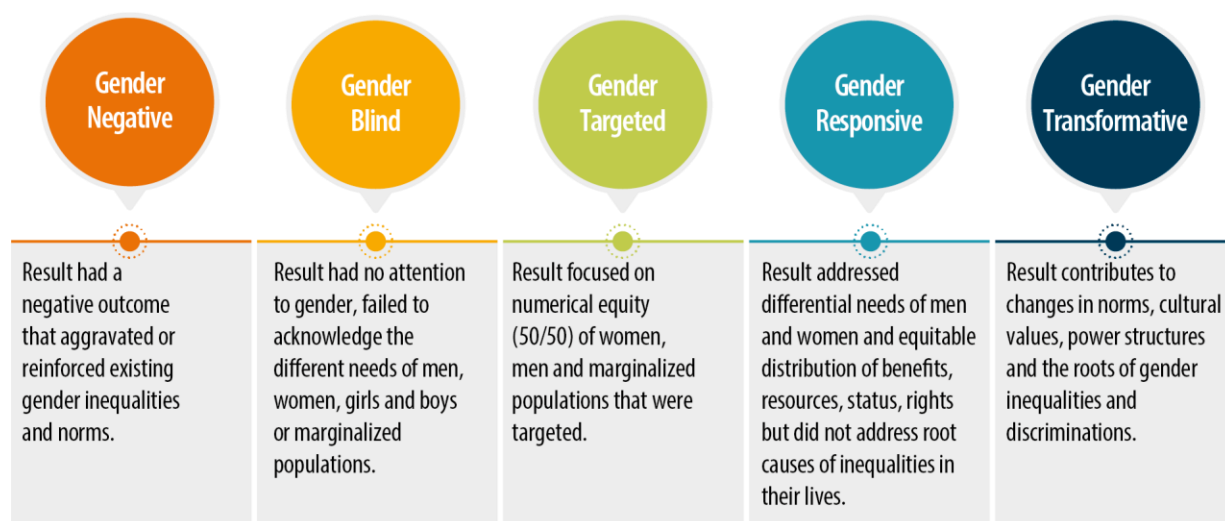
IEO will conduct the evaluation in compliance with United Nations Evaluation Group norms and standards.²⁶ In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyze the extent to which UNDP's support was designed to, and did, contribute to gender equality through an analysis of gender marker-related data and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

²⁴ In the period 2017-20, UNDP Barbados commissioned five project evaluations, three in the area of DRR/CCA and energy, and two in the area of biodiversity and ecosystem management

²⁵ According to the United Nations Department of Safety and Security, the security level in effect in Barbados and OECS is low, implying minimal limitations to the evaluation team's ability to travel to project sites in different parts of the region.

²⁶ <http://www.uneval.org/document/detail/1914>

Figure 1: IEO's Gender Results Effectiveness Scale



VII. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The ICPE will be conducted under the overall guidance of the UNDP IEO's Director and the Chief of Section, Country Programme Evaluation. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team, which will be composed by:

- Lead Evaluator (LE): IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports.
- Associate Lead Evaluator (ALE): The ALE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the evaluation team, and the synthesis process. The ALE will support the drafting of the report and support the LE in other aspects of the ICPE process as may be required.
- Research Associate (RA): The RA will provide background research, support the portfolio analysis and support in other aspects of the ICPE process as may be required.
- Consultants: One consultant will be recruited to cover the DRR/CCA portfolio. Under the guidance of LE, s/he will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

Table 2: Data collection responsibility by outcome area

Outcome	Data collection and report
Outcome 1 – Access to equitable social protection systems, quality services and sustainable economic opportunities improved	LE + RA
Outcome 2 – Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place	Consultant
Outcome 3 – inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and national resources	ALE
Outcome 4 – Equitable access to justice, protection, citizen security and safety reinforced	LE
General strategic and management issues	LE

IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Sub-Regional Office in Barbados: The sub-regional office will support the evaluation team to liaise with key partners and other stakeholders, ensure that all necessary information regarding UNDP’s programmes, projects and activities in the country is available to the team, and provide factual verifications of the draft report on a timely basis. The sub-regional office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, sub-regional office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The sub-regional office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Latin America and the Caribbean: RBLAC will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

VIII. EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

- **Phase 1: Preparatory work.** The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP sub-regional office.
- **Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including UNDP staff in Barbados and project countries. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.
- **Phase 3: Data collection.** Data collection will be conducted in two phases. In March, the evaluation consultant – accompanied by the Lead Evaluator of the Thematic Evaluation for DRR/CCA – will

undertake a field mission to collect project-level data, and conduct interviews with staff, partners, and project beneficiaries. In April, the ICPE team will undertake a second visit to collect data related to outcomes 1,3, and 4 and interview UNDP senior managers and partners. Both visits will have a duration of 5-8 working days. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the sub-regional office.

- **Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the sub-regional office and the UNDP RBLAC for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP sub-regional office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national /sub-regional stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national/sub-regional stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.
- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new SPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The sub-regional office and the OECS Commission and its member states will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website²⁷ as well as in the Evaluation Resource Centre. RBLAC will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²⁸

²⁷ web.undp.org/evaluation/

²⁸ erc.undp.org

IX. TIMEFRAME FOR THE ICPE PROCESS

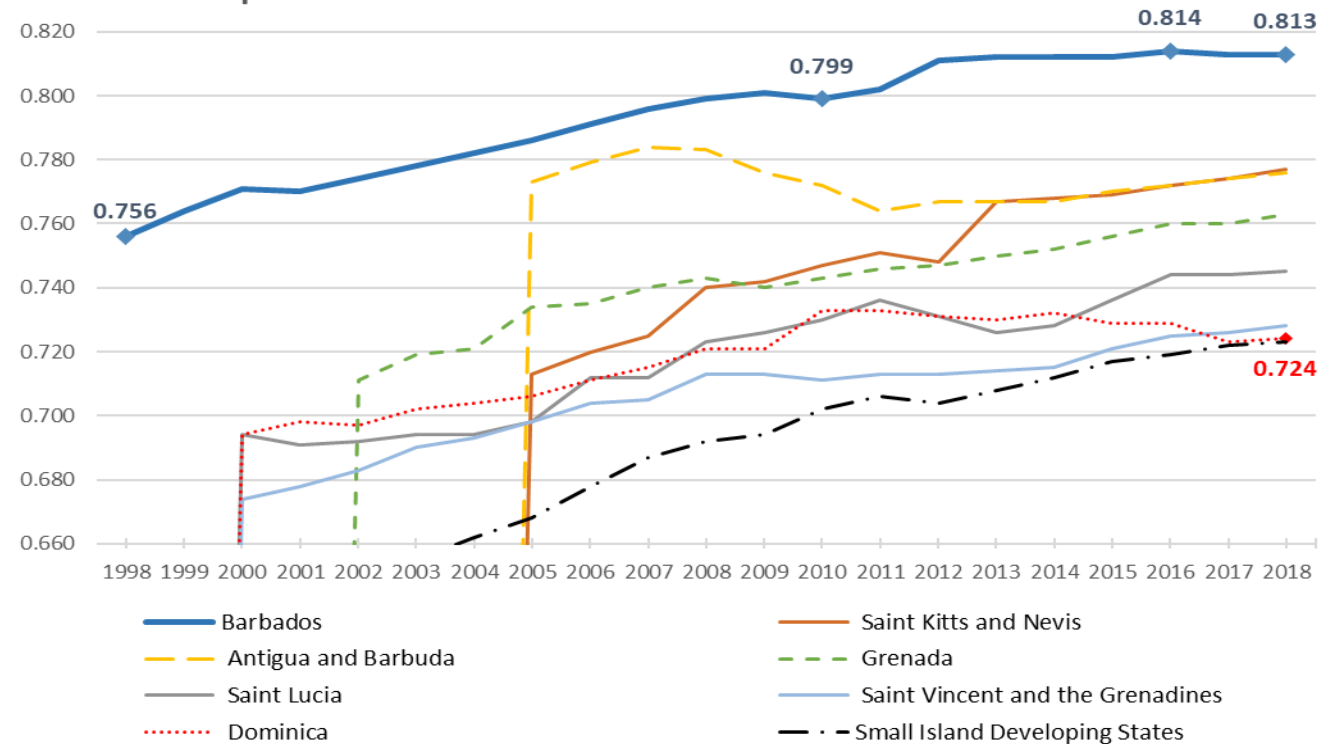
The timeframe and responsibilities for the evaluation process are tentatively²⁹ as follows in Table 3:

Table 3: Tentative timeframe for the ICPE process going to the Board in September 2021		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Director	LE	January 2020
Selection of consultant	LE/ALE	January – February 2020
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	January – March 2020
Advance questionnaires to the CO	Evaluation team and country office	March 2020
Phase 3: Data collection		
DRR/CCA mission	LE DRR/CCA evaluation and consultant	March 2020
Mission	Evaluation team	April 2020
Phase 5: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers	Evaluation Team	April-May 2020
Zero draft for internal IEO clearance/IEAP comments	LE	June-July 2020
First draft to CO/RBLAC for comments	LE/Country office/RBLAC	August 2020
Second draft shared with the government and national stakeholders	LE/CO/Government	October 2020
Draft management response	Country office	November 2020
Stakeholder workshop via video-conference	IEO/CO/RBLAC	November-December 2020
Phase 6: Publication and dissemination		
Editing and formatting	IEO	December 2020 – January 2021
Final report and evaluation brief	IEO	December 2020 – January 2021
Dissemination of the final report	IEO	December 2020 – January 2021

²⁹ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

ANNEX 2. COUNTRY AT A GLANCE

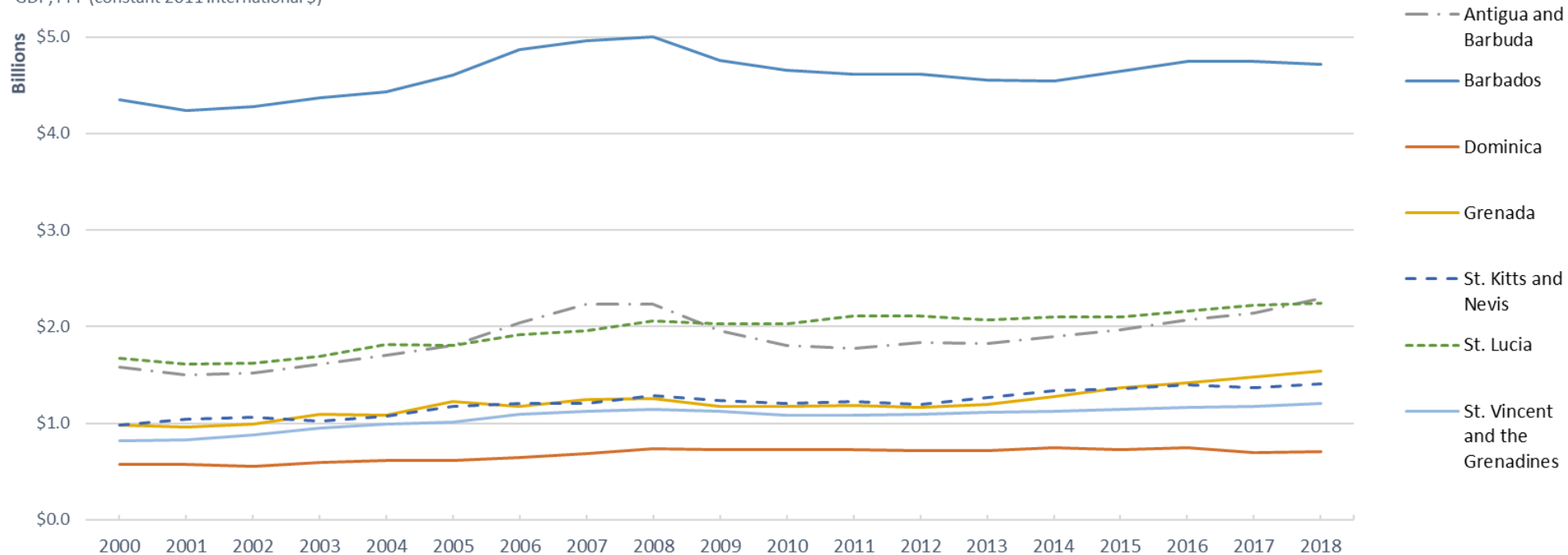
Human Development Index Trends



Source: Human Development Data, 1998-2018

GDP

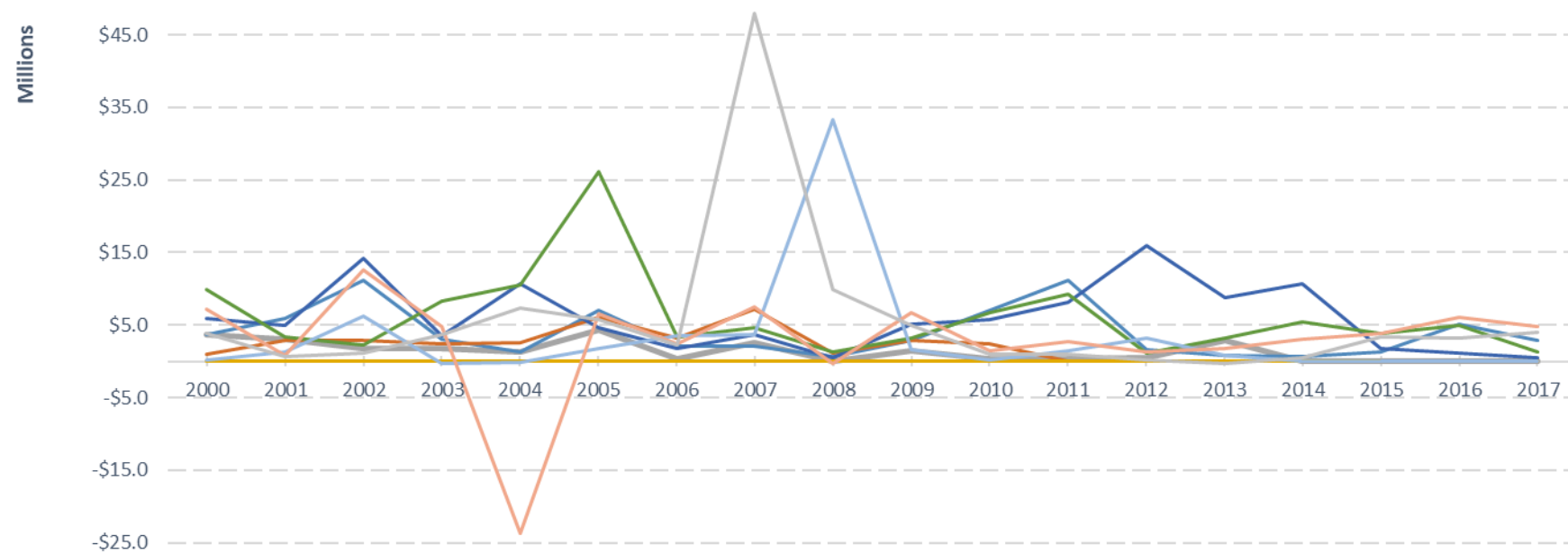
GDP, PPP (constant 2011 international \$)



Source: World Development Indicators, World Bank, 2020

Net ODA received

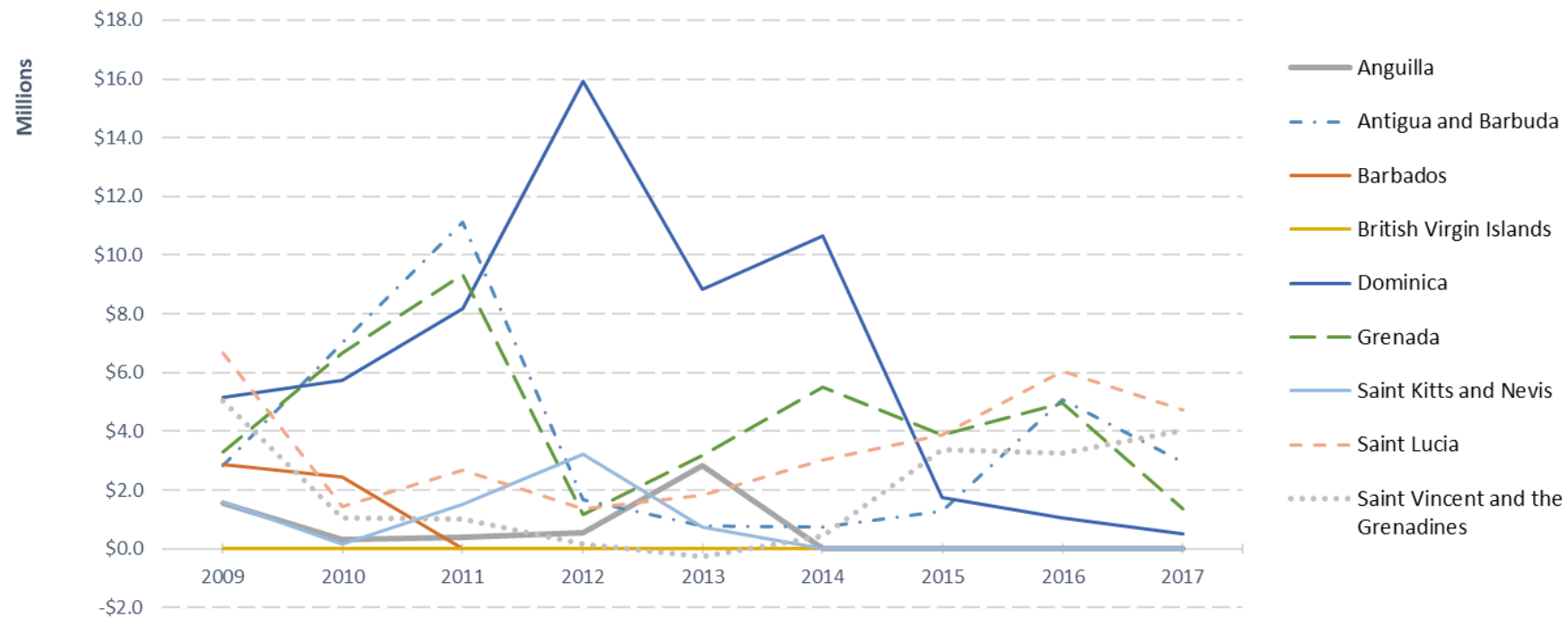
current prices USD millions



Source: World Development Indicators, World Bank, 2020

Net ODA received

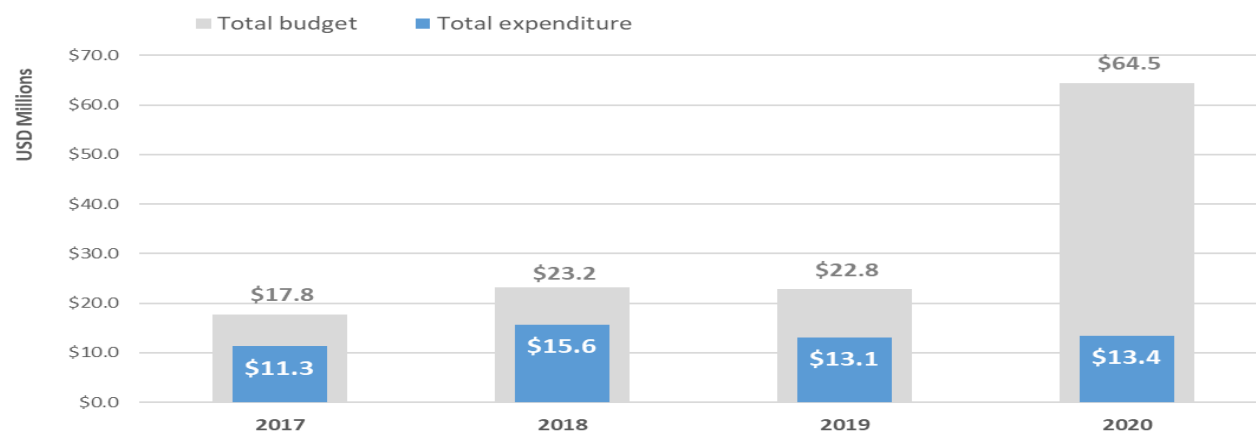
current prices USD millions



Source: World Development Indicators, World Bank, 2020

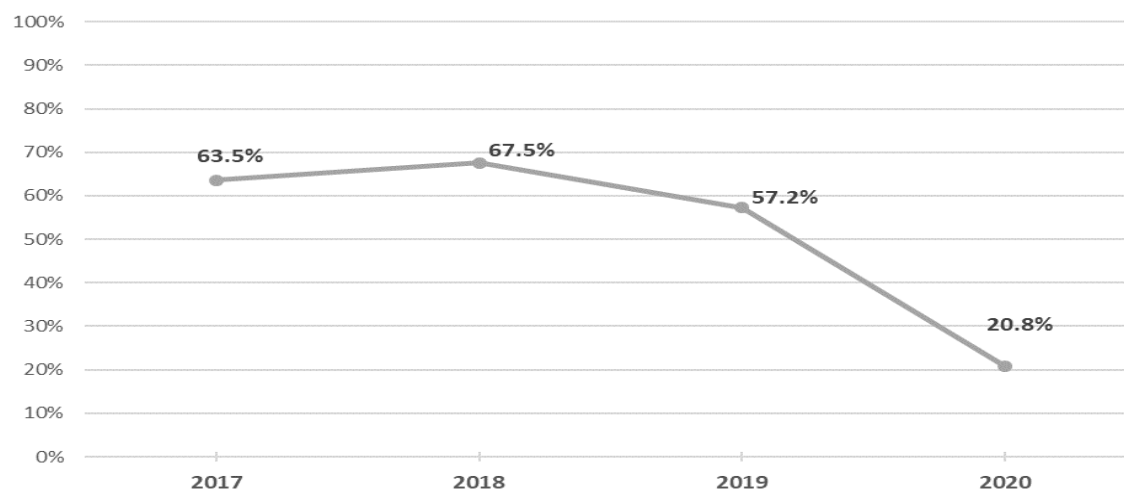
ANNEX 3. COUNTRY OFFICE AT A GLANCE

Evolution of Programme Budget & Expenditure



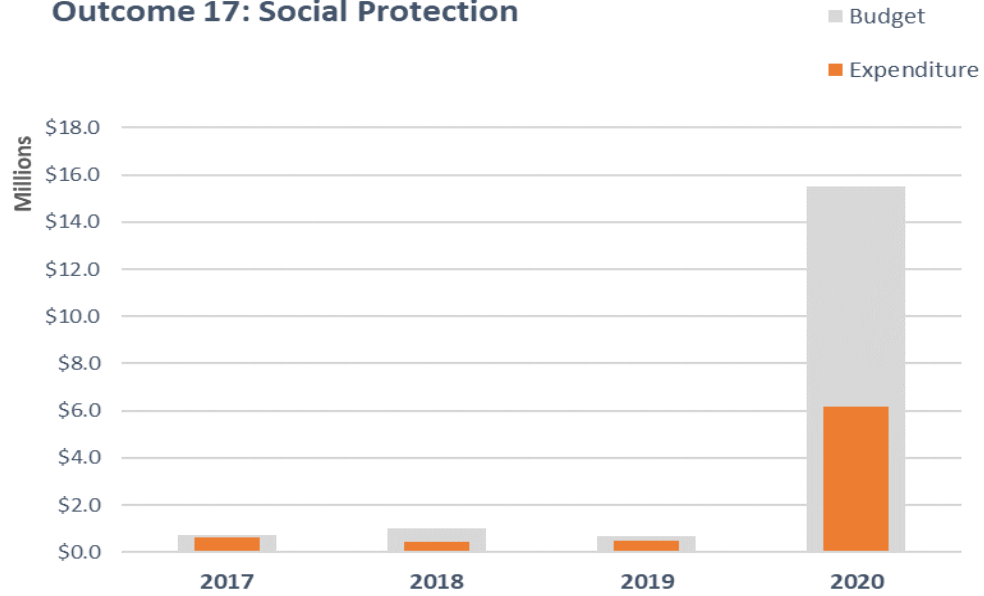
Source: Atlas Project data, Power BI, September 2020

Execution Rate by Year



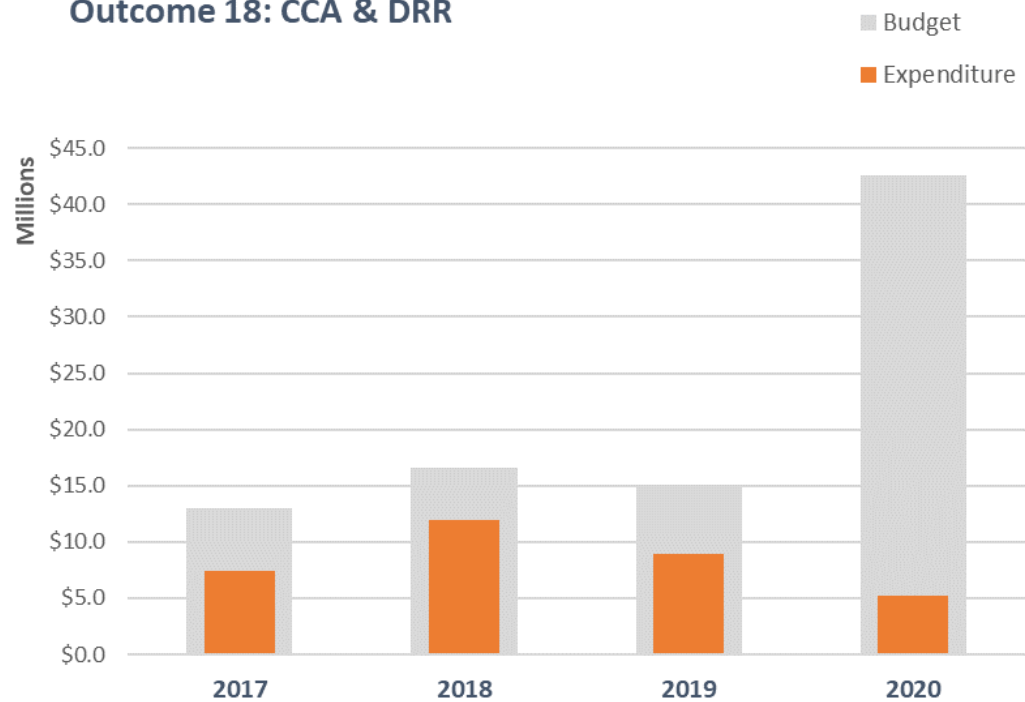
Source: Atlas Project data, Power BI, September 2020

Outcome 17: Social Protection



Source: Atlas Project data, Power BI, September 2020

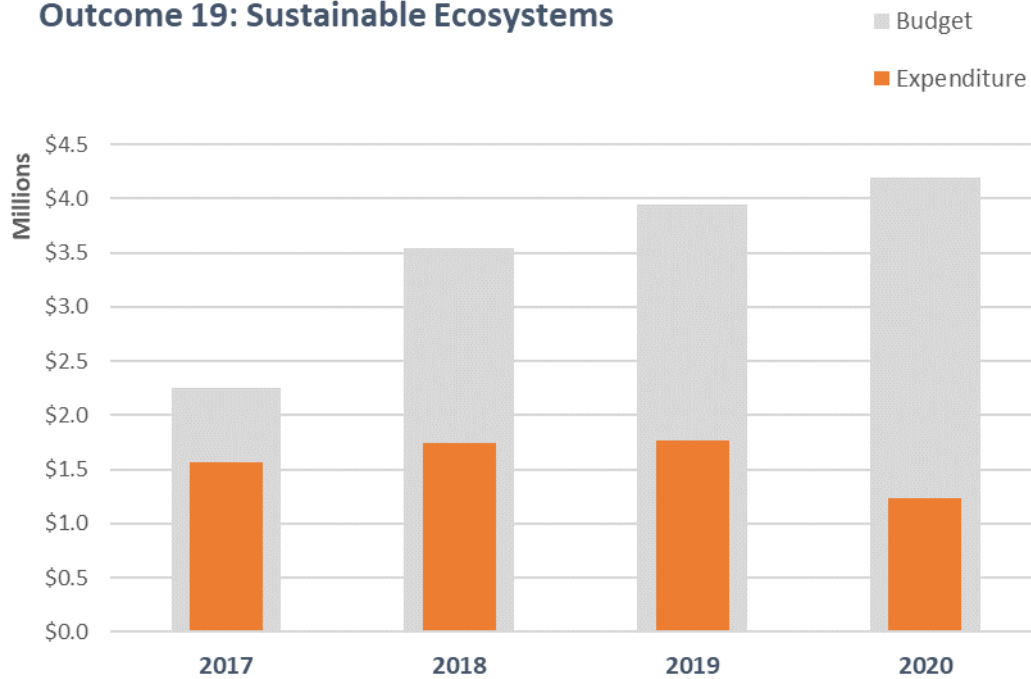
Outcome 18: CCA & DRR



Project data, Power BI, September 2020

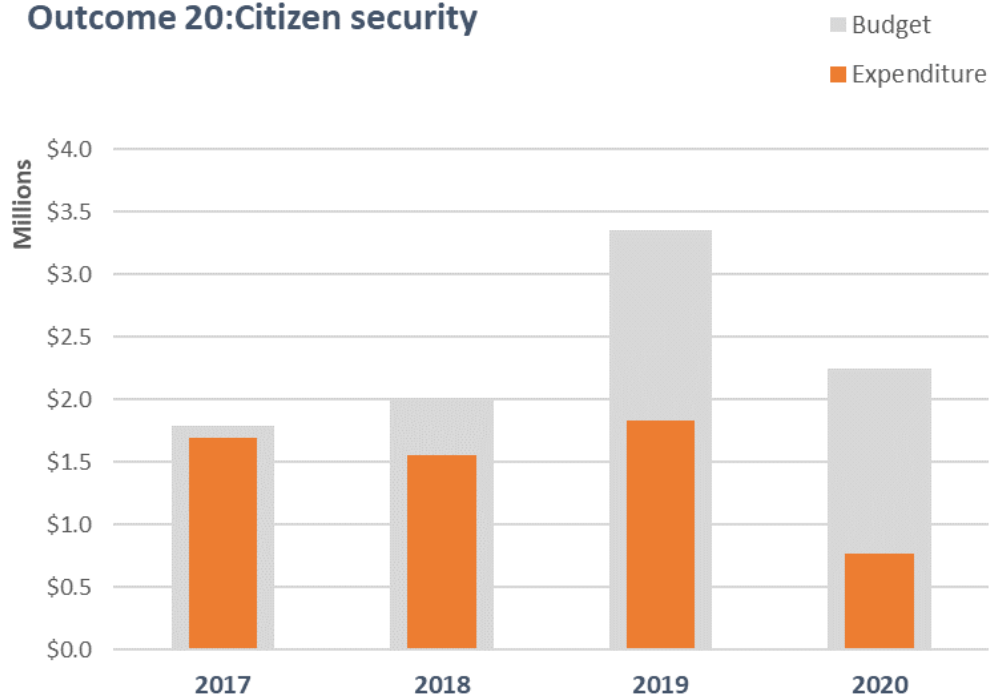
Source:
Atlas

Outcome 19: Sustainable Ecosystems



Source: Atlas Project data, Power BI, February 2020

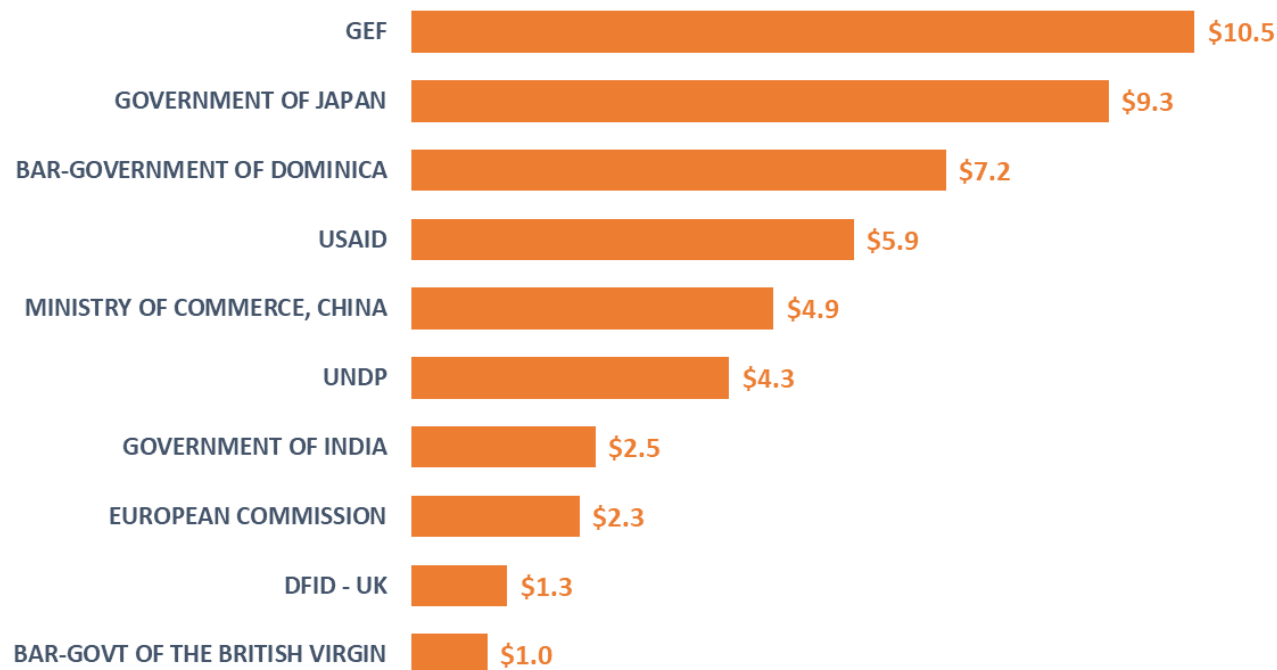
Outcome 20: Citizen security



Source: Atlas Project data, Power BI, September 2020

Top 10 Donors

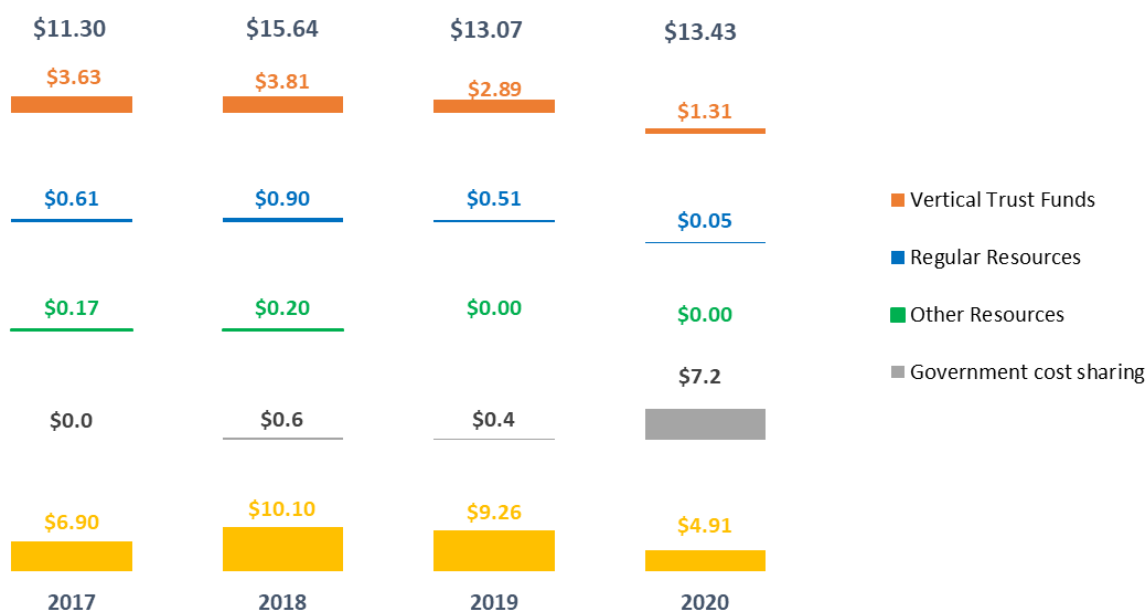
Millions



Source: Atlas Project data, Power BI, September 2020

Annual Expenditure by Fund Category

Millions



Source: Atlas Project data, Power BI, September 2020

Expenditure by Gender Marker

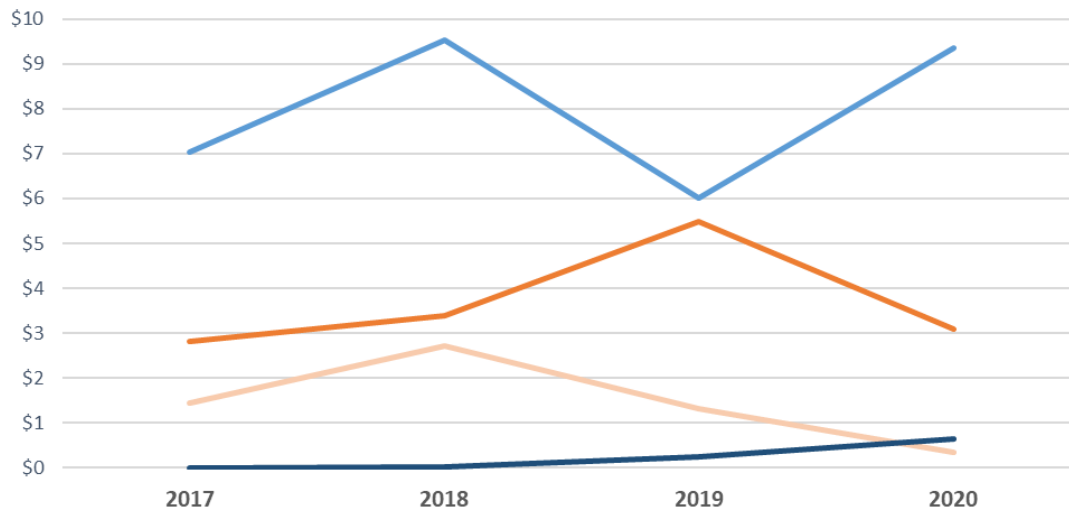
Millions



Source: Atlas Project data, Power BI, September 2020

Expenditure by Gender Marker and Year

Millions



Project data, Power BI, September 2020

Source: Atlas

Program Expenditure

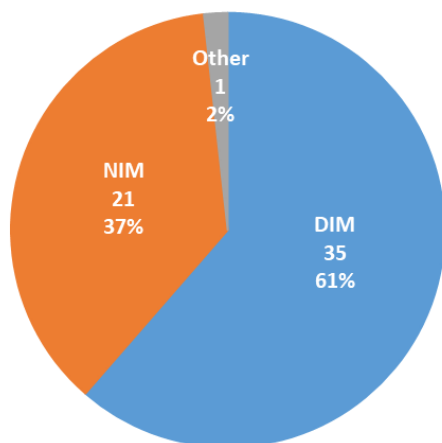
Millions



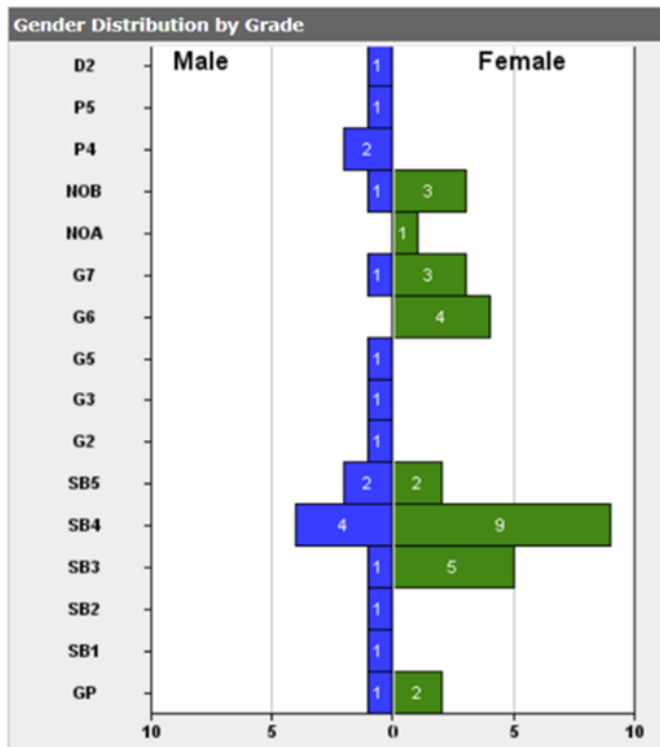
Source: Atlas Project data, Power BI, September 2020

Implementation Modality

Number of Projects

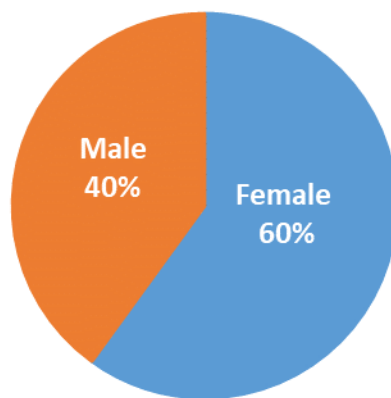


Source: UNDP ATLAS, Power BI, September 2020



Source: Data from UNDP Barbados

Gender Distribution



Source: Data from UNDP Barbados

ANNEX 4. LIST OF PROJECTS FOR REVIEW

Project ID	Project Title	Output	Output Title	Start Year	End Year	GENDER MARKER	IMPL. MODALITY	2017 BUDGET	2017 EXPENDITURE	2018 BUDGET	2018 EXPENDITURE	2019 BUDGET	2019 EXPENDITURE	2020 BUDGET	2020 EXPENDITURE	Total BUDGET	Total EXPENDITURE
		OUTCOME 17: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.															
00082950	Multidimensional Approaches to Poverty Eradication	00091626	MDA to Poverty in OECS	2015	2018	GEN2	NIM	686,209	606,965	202,380	128,263	0	0	0	0	888,589	735,228
00102789	Strategic Initiatives Engagement Facility	00117595	UWI Blue Economy	2017	2020	GEN0	DIM	0	0	0	0	80,000	10,000	0	0	80,000	10,000
00104774	National Health Insurance Support	00106192	National Health Insurance Supp	2018	2019	GEN1	NIM	0	0	704,099	237,982	504,818	388,317	14,000	902	1,222,917	627,200
00105341	UN Partnership for Action on Inclusive Green Economy	00106637	UN PAGE (ODA Countries)	2017	2021	GEN0	DIM	21,400	0	21,400	0	21,400	0	0	0	64,200	0
00105341	UN Partnership for Action on Inclusive Green Economy	00108026	UNDP PAGE (NON ODA countries)	2017	2021	GEN0	DIM	0	0	49,220	37,670	71,262	70,709	48,279	83,759	168,761	192,138
00106385	Being LGBTI in the Caribbean	00107155	Nat & Reg Advocacy Support	2017	2020	GEN3	DIM	10,539	0	6,547	26,411	0	28,767	0	0	17,086	55,178
00129942	Blue Economy Finance for SIDS - SDG Fund Component 2	00123473	Project Development	2020	2020	GEN2	DIM	0	0	0	0	0	0	100,000	0	\$100,000	\$0
00129855	Blue Economy Finance for SIDS - SDG FUND	00123389	Blue Finance Enhanced	2020	2022	GEN2	DIM	0	0	0	0	0	0	64,612	0	\$64,612	\$0
00129123	Human Security and Sustainable Development COVID 19	00122905	Health Supplies and Equipment	2020	2020	GEN1	DIM	0	0	0	0	0	0	496,053	154,264	\$496,053	\$154,264
00127162	Dominica Development and Reconstruction Facility	00121312	Recovery COVID-19	2020	2022	GEN2	NIM	0	0	0	0	0	0	2,100,000	2,095,117	2,100,000	2,095,117
00127162	Dominica Development and Reconstruction Facility	00121311	Social Programmes	2020	2022	GEN2	NIM	0	0	0	0	0	0	10,590,401	2,901,914	10,590,401	2,901,914
00126888	THE COVID-19 PROGRAMME	00120810	COVID19 INDIA - ANTIGUA	2020	2021	GEN2	DIM	0	0	0	0	0	0	908,400	340,658	908,400	340,658
00126888	THE COVID-19 PROGRAMME	00120769	COVID19 impact assessments	2020	2021	GEN0	DIM	0	0	0	0	0	0	200,000	163,457	200,000	163,457
00126888	THE COVID-19 PROGRAMME	00120941	COVID19-Agencies Response	2020	2021	GEN2	DIM	0	0	0	0	0	0	54,290	0	54,290	0

00126888	THE COVID-19 PROGRAMME	00121308	COVID19 Economic Recovery	2020	2020	GEN2	DIM	0	0	0	0	0	0	500,000	390,683	500,000	390,683
00126888	THE COVID-19 PROGRAMME	00121309	COVID19 procurement	2020	2020	GEN2	DIM	0	0	0	0	0	0	55,420	25,000	55,420	25,000
00123958	Grenada Spotlight Initiative	00119044	Grenada Spotlight Initiative	2020	2020	GEN3	DIM	0	0	0	0	0	0	363,523	8,722	363,523	8,722
Sub Total Outcome 17								718,148	606,965	983,646	430,326	677,480	497,793	15,494,978	6,164,477	17,874,251	7,699,561
		OUTCOME 18: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place															
00040128	Second National Communic.	00045243	Second National Communic.	2005	2017	GEN1	NIM	63,944	62,049	0	0	0	0	0	0	63,944	62,049
00040688	Engagement Facility	00096877	Engagement facility	2015	2020	GEN0	DIM	452,433	351,745	1,813,727	1,232,271	1,178,629	1,047,829	425,189	76,607	3,869,977	2,708,452
00073003	Integrated Climate Change Adaptation Strategies- Grenada	00085959	Integrated CC Adaptation Strat	2012	2019	GEN1	NIM	642,311	578,030	227,389	188,866	5,386	0	0	0	875,086	766,896
00076273	Technology Transfer for the HCFC Phase-out Barbados	00087757	HCFC Phase-out Management Plan	2013	2019	GEN0	DIM	45,392	44,391	42,609	41,786	0	0	0	0	88,001	86,178
00077695	Operational Coordination for Biennial Water Conference	00088315	Operational Coordination for B	2013	2016	GEN1	DIM	33,498	31,441	0	0	0	0	0	0	33,498	31,441
00079908	Caribbean Tsunami Information Centre	00089776	Caribbean Tsunami Information	2014	2017	GEN1	NIM	14,972	10,653	0	0	10,785	6,153	0	0	25,757	16,806
00080915	Promoting Access to Clean Energy Services	00090426	Access to Clean Energy St. Vin	2015	2019	GEN0	NIM	586,819	492,901	648,014	617,000	14,428	283	0	0	1,249,261	1,110,184
00082947	Low Carbon Development Path	00091623	Dom - Low Carbon Dev Path	2016	2020	GEN1	NIM	203,500	51,641	1,275,288	48,561	644,000	80,960	1,539,919	86,400	3,662,707	267,562
00082952	Disaster Risk and Energy Access Management	00091628	Disaster Risk and Energy Access	2015	2019	GEN1	NIM	660,091	321,962	753,841	376,831	939,806	773,597	37,000	0	2,390,738	1,472,390
00083981	Technology transfer for the HCFC Phase-out St Kitts	00092204	HCFC Phase-out Management Plan	2016	2019	GEN0	NIM	0	0	40,000	38,442	40,000	1,500	0	0	80,000	39,942
00088003	Strengthening Early Warning Systems	00094846	Strengthening EWS	2015	2019	GEN1	DIM	250,388	124,357	1	-255	15,365	13,009	0	0	265,753	137,111
00088096	Japan-Caribbean Climate Change Partnership	00094903	Japan-Barbados Climate Change	2015	2019	GEN2	DIM	3,026,096	2,470,569	3,256,139	2,989,171	3,441,816	2,916,081	65,589	49,382	9,789,641	8,425,203
00089256	Intended Nationally-Determined Contributions- Barbados	00095585	Intended Nationally Determined	2015	2018	GEN0	NIM	64,172	42,110	7,077	7,077	0	0	0	0	71,249	49,187
00089257	Intended Nationally-Determined	00095586	Intended Nationally Determined	2015	2018	GEN0	NIM	70,222	29,704	36,395	4,815	0	0	0	0	106,618	34,519

	Contributions- St Vincent																
00089334	Derisking the Transition from Fossil Fuels to Renewables	00095631	The Ten Island Challenge	2015	2019	GEN0	OTHERS	808,251	481,972	734,615	734,615	182,148	182,148	0	0	1,725,014	1,398,734
00092914	Environmental remediation and protection	00097418	Environmental remediation and	2015	2017	GEN1	NIM	39,599	39,599			0	0	0	0	39,599	39,599
00097076	IP Monitoring and Assessment of MEA Antigua and Barbuda	00100928	Monitoring and Assess. of MEA	2016	2017	GEN1	NIM	44,900	44,895	0	0	0	0	0	0	44,900	44,895
00097452	Climate Resilient Agriculture for Integrated Landscape	00101168	Climate Resilient Agriculture	2019	2022	GEN2	NIM	0	0	0	0	872,293	0	872,293	23,556	1,744,586	23,556
00099190	Improving Recovery Planning and Capacities for Resilience	00102506	Improving Recovery Planning an	2018	2019	GEN2	DIM	0	0	267,060	11,391	382,616	297,933	2	-10,782	649,678	298,543
00102192	GCF Readiness and Preparatory Support in Dominica	00104341	GCF Readiness & Prep. Support	2017	2020	GEN2	DIM	286,200	537	136,325	24,078	339,681	126,086	172,022	143,909	934,228	294,610
00102522	Enabling Gender- Responsive Disaster Recovery, Climate an	00104558	Enabling Gender Responsive Dis	2019	2022	GEN3	DIM	0	0	0	0	1,349,041	229,897	3,108,355	643,195	4,457,395	873,092
00103420	Strengthen integrated early warning systems Caribbean	00105423	Increase access EWS tools & Know	2017	2019	GEN2	DIM	0	0	3,421	1,286	2,135	2,370	0	0	5,557	3,656
00103420	Strengthen integrated early warning systems Caribbean	00105424	Provide EWS solutions	2017	2019	GEN2	DIM	0	0	67,121	38,459	28,661	22,302	0	0	95,782	60,761
00103420	Strengthen integrated early warning systems Caribbean	00105425	Increase EWS effectiveness	2017	2019	GEN2	DIM	0	0	91,781	82,522	8,930	9,747	0	0	100,710	92,269
00103420	Strengthen integrated early warning systems Caribbean	00105426	Ensure EWS knowledge transfer	2017	2019	GEN2	DIM	4,755	4,703	12,257	2,743	9,514	10,333	0	0	26,526	17,778
00106254	Regional Recovery Plan for the Caribbean Post Hurricanes	00107075	Strat. for Nat- Local Recovery	2017	2019	GEN2	DIM	70,000	52,999	0	0	0	0	0	0	70,000	52,999
00106254	Regional Recovery Plan for the	00107077	China Recovery - Dominica	2017	2018	GEN2	DIM	2,912,621	840,474	2,072,014	2,072,003	145	143	0	0	4,984,780	2,912,620

	Caribbean Post Hurricanes																
00106254	Regional Recovery Plan for the Caribbean Post Hurricanes	00107154	Restoration Econ Act - CERF	2017	2018	GEN2	DIM	145,299	13,496	197,714	127,688	0	0	0	0	343,012	141,184
00106254	Regional Recovery Plan for the Caribbean Post Hurricanes	00107190	China Recovery - Barbuda	2017	2018	GEN2	DIM	1,941,748	844,798	1,096,800	1,096,705	244	243	0	0	3,038,791	1,941,747
00106254	Regional Recovery Plan for the Caribbean Post Hurricanes	00108592	Emergency Employment- Dominica	2017	2018	GEN2	DIM	0	0	327,652	318,498	4,280	4,173	0	0	331,932	322,671
00106466	Dominica Post-Hurricane Maria Recovery Project	00107210	Dominica Post-Hurricane Maria	2017	2019	GEN2	DIM	672,288	500,521	942,395	914,246	2	-3,115	4,979	4,979	1,619,664	1,416,632
00110785	Strengthening Women's Disaster Management Capacities	00110326	Cap Strng for Disas Prepa DMA	2018	2021	GEN2	DIM	0	0	197,046	16,021	1,312,794	338,332	810,581	264,101	2,320,421	618,454
00111466	Antigua and Barbuda recovery efforts: resilient restorat	00110504	Recovery and Sustainable devel	2018	2020	GEN1	DIM	0	0	817,563	277,272	446,454	440,962	289,949	287,695	1,553,966	1,005,929
00113100	Caribbean Recovery and Resilience Programme	00111433	Recovery Strategies	2018	2020	GEN1	DIM	0	0	835,290	526,097	857,793	345,748	320,742	180,969	2,013,825	1,052,814
00113100	Caribbean Recovery and Resilience Programme	00111434	Natl efforts on housing repair	2018	2020	GEN1	DIM	0	0	205,088	22,315	439,625	278,907	96,693	77,808	741,406	379,030
00113100	Caribbean Recovery and Resilience Programme	00111436	Multi-hazard risk reduction me	2018	2020	GEN1	DIM	0	0	338,039	92,552	394,268	402,593	0	0	732,306	495,146
00113100	Caribbean Recovery and Resilience Programme	00111437	Regional Partnership	2018	2020	GEN1	DIM	0	0	127,415	1,635	162,442	156,037	34,932	32,678	324,789	190,349
00114023	Strengthen integrated and cohesive preparedness capacity	00112234	Actions- solutions increase EWS	2018	2020	GEN2	DIM	0	0	60,374	1,226	210,038	141,563	77,245	69,317	347,657	212,105
00114460	Resilient rehabilitation in Dominica post-Hurricane Maria	00112474	Salisbury educational Facility	2018	2020	GEN1	NIM	0	0	0	0	947,026	805,019	191,779	167,226	1,138,805	972,245
00117863	B-Envelope after Irma hurricane. Housing Support to Barb	00114925	Repair/Reconst ruct Priv- Housng	2019	2021	GEN1	DIM	0	0	0	0	236,955	234,216	4,861,363	920,685	5,098,318	1,154,901

00117863	B-Envelope after Irma hurricane. Housing Support to Barb	00114926	Capacity of local population	2019	2021	GEN1	DIM	0	0	0	0	393,579	105,787	287,447	59,527	681,026	165,313
00127162	Dominica Development and Reconstruction Facility	00121093	Dominica Development and Recon	2020	2022	GEN2	NIM	0	0	0	0	0	0	963,050	103,748	963,050	103,748
00127162	Dominica Development and Reconstruction Facility	00121310	Reconstruction of Infrastructure	2020	2022	GEN2	NIM	0	0	0	0	0	0	28,103,370	2,065,895	28,103,370	2,065,895
00124739	SIDA UNDP Strategic Collaboration on Env and CC	00120005	ProgC: Climate Change & Energy	2020	2020	GEN3	DIM	0	0	0	0	0	0	132,040	0	132,040	0
00121534	Climate - Strategic Accelerator Partnership	00117240	Bilateral Cooperation	2019	2025	GEN0	DIM	0	0	0	0	0	0	122,489	16,347	122,489	16,347
Sub Total Outcome 18								13,039,498	7,435,548	16,630,449	11,905,918	14,870,878	8,970,836	42,517,027	5,263,242	87,057,852	33,575,543
		OUTCOME 19: Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources															
00040688	Engagement Facility	00116865	Accelerator Lab - Barbados	2019	2021	GEN1	DIM	0	0	0	0	318,277	0	470,353	0	788,630	0
00080909	Conserving Biodiversity and Reducing Habitat Degradation	00090420	Conserving Biodiversity KNA	2015	2020	GEN1	NIM	1,065,389	869,435	1,083,251	569,396	1,036,411	542,981	933,698	572,163	4,118,750	2,553,976
00082944	Supporting Sustainable Ecosystems	00091618	Supporting Sustainable Ecosystem	2016	2020	GEN1	NIM	412,548	174,018	851,673	332,877	524,501	206,007	821,739	92,195	2,610,461	805,097
00082951	Ridge to Reef Grenada	00091627	Ridge to Reef Grenada	2014	2020	GEN1	NIM	656,492	479,762	896,677	426,739	959,453	501,153	464,347	158,186	2,976,969	1,565,840
00097451	IP Climate Resilient Agri for Integrated Landscapes	00101167	Integrated Landscape Management	2017	2018	GEN1	DIM	73,948	40,965	107,552	105,035	0	0	0	0	181,500	146,000
00097454	IP Conserving biodiversity and ecosystems in VCT	00101170	Conserving Biodiversity and etc.	2017	2018	GEN1	DIM	107	107	129,893	126,919	0	0	0	0	130,000	127,026
00097455	Conserving Biodiversity and reducing land degradation	00101171	Conserving Biodiversity and re	2019	2023	GEN2	NIM	0	0	0	0	0	0	748,974	114,313	748,974	114,313
00099053	Monitoring and Assessment of MEAs	00102290	Monitoring and Assessment of M	2018	2021	GEN1	NIM	0	0	239,000	52,650	339,463	183,521	348,750	116,708	927,213	352,880
00106014	Sixth National Reports on Biodiversity in LAC	00106960	6th National Reports in LAC	2017	2020	GEN2	DIM	22,000	0	171,300	126,537	213,881	118,053	0	0	407,181	244,590
00106016	Sixth National Reports on Biological	00106962	6th National Reports in LAC II	2017	2020	GEN2	DIM	11,000	0	10,250	0	145,000	106,581	0	0	166,250	106,581

	Diversity in LACII																
00106017	Sixth National Reports on Biodiversity in Several Regions	00106963	6th National Reports in Mix Re	2017	2020	GEN2	DIM	5,500	0	55,025	4,468	87,533	71,368	1	-199	148,059	75,637
00122190	Accelerator Lab - Barbados	00117887	Accelerator Lab - Barbados	2019	2021	GEN1	DIM	0	0	0	0	318,277	33,374	399,606	184,139	717,883	217,513
Sub Total Outcome 19								2,246,984	1,564,288	3,544,622	1,744,621	3,942,795	1,763,038	4,187,468	1,237,506	13,921,870	6,309,453
		OUTCOME 20: Equitable access to justice, protection, citizen security and safety reinforced															
00097340	Caribbean Citizen Security Strengthening	00101116	Regional (All 10 Countries)	2016	2020	GEN2	DIM	1,606,284	1,595,979	1,490,901	1,362,725	2,556,847	1,390,631	1,978,483	678,385	7,632,515	5,027,720
00097340	Caribbean Citizen Security Strengthening	00101117	Barbados and OECS Countries	2016	2020	GEN2	DIM	178,648	97,362	515,885	196,030	795,834	447,251	273,178	89,377	1,763,545	830,021
Sub Total Outcome 20								1,784,932	1,693,341	2,006,786	1,558,754	3,352,681	1,837,883	2,251,661	767,763	9,396,060	5,857,741
NO OUTCOME																	
00123748	Universal adaptive social protection in the Eastern Cari	00118927	Universal adaptive social prot	2020	2022	GEN2	DIM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
00123955	Building Effective Resilience for Human Security	00119041	Building Effective Resilience	2020	2022	GEN3	DIM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total (US\$)								17,789,562	11,300,142	23,165,503	15,639,619	22,843,834	13,069,549	64,451,135	13,432,988	128,250,034	53,442,298

Source: Atlas Project data, Power BI, September 2020

ANNEX 5. PEOPLE CONSULTED

Government of Barbados and OECS Member States

Andre, Jacqueline, Forester at Forestry, Parks and Wildlife Division, Ministry of Environment, Rural Modernisation and Kalinago Upliftment, Dominica

Antoine, Titus, Head, Department of Economics and Technical Cooperation, Grenada

Alexander, Marshall, Dominica Meteorological Office, Dominica

Brizan, Halim, Director of Statistics, Grenada

Browne, Eric, Park Ranger Supervisor/Forestry Officer, Department of Environment, Minister of Agriculture, Lands, Housing, Co-operatives and Fisheries, Saint Kitts and Nevis

Cromwell, Dorsette, Director, National Insurance Board, Grenada

Descartes, Tommy, Chief Economist, Department of Economic Development , Saint Lucia

Forbe, Michelle, Director, National Emergency Management Organisation, Saint Vincent and the Grenadines

Frederick, Cozier, Minister of the Environment, Rural Modernization and Kalinago Upliftment, Dominica

Greenidge, Sandra, Chief Community Development Officer, Community Development Department, Barbados

Hamilton, Nyasha, Environmental Resource Analyst, Ministry of Finance, Economic Planning, Sustainable Development and Information Technology, Saint Vincent and the Grenadines

Harvey, Orlando, Fisheries Division (GOG), Grenada

Hughes, June, Project Director, and Director, Department of Environment, Minister of Agriculture, Lands, Housing, Co-operatives and Fisheries, Saint Kitts and Nevis

James, Claudette, Project Head, National Health Insurance Secretariat, Grenada

Parillon, Anderson, Senior economist, Ministry of Planning, Economic Development and Investment, Dominica

Parris, Charles, Water Services Department, Ministry of Public Infrastructure, Post and Urban Development, Saint Kitts and Nevis

Queeley, Lavern, GEF Operational Focal Point, Department of Economic Affairs and Public Sector Investment Programme, Ministry of Sustainable Development, Saint Kitts and Nevis

Sinckler, Travis, Senior Government Official, Ministry of Environment, Barbados

St Catherine, Edwin, Former Director of Statistics, Saint Lucia

St Louis, Aria, Head of Environment Division, Grenada

Wendell, Morgan, Acting Economist, Finance Macro Policy Unit Ministry of Finance, Economic Affairs and Planning, Dominica

Williams, Joel, Director, Department of Physical Planning and Environment, Ministry of Communication et al, Saint Kitts and Nevis

Williams, Marc, Director, Department of Marine Resources, Ministry of Agriculture et al, Saint Kitts and Nevis

Williams, Rudell, Park Ranger, Department of Environment, Minister of Agriculture, Lands, Housing, Co-operatives and Fisheries, Saint Kitts and Nevis

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Adjodha, Cherise, Programme specialist for Poverty, Governance and Gender

Alleyne, Oswald, Former Deputy Team Leader, CARISECURE project

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Brathwaite, Mark, Technical Advisor, Partnership for Action on Green Economy

Clarke, Marlon, Technical Coordinator for Disaster Risk Resilience

Danielle, Evanson, Programme Manager, Climate Change Energy and Environment

Deane, Kira, Statistics Specialist, CARISECURE Project

Drew, Claudia, Project Coordinator, Conserving Biodiversity and reducing habitat degradation in Protected Areas and their areas of influence, Saint Kitts and Nevis

Ebisawa, Yoko, Former Project Manager, JCCCP

Esprit, Agnes, National Coordinator, GEF/Small Grants Programme,

Frederick, Sherri, Japan Caribbean Climate Change Partnership Staff

Gooding, Selena, Operations Manager

Gregoire, Shari-Anne, Former Project Coordinator, Supporting Sustainable Ecosystem by Strengthening the Effectiveness of Dominica's Protected Area System

Gzobava, Nato, former Operations Officer

Harris, Sadio, Data Management Analysis and Reporting Specialist, CARISECURE Project

Jackson, D'Andre, Project Coordinator, PACES Project

Johnson, Mellissa, Office Coordinator Antigua and Barbuda

King-Brathwaite, Donna, Project coordinator, Partnership for Action on Green Economy

La Corbiniere, Jason, Planning Monitoring and Evaluation Specialist

Martinez, Herbert, Project Specialist Antigua and Barbuda

Martinez-Soliman, Magdy, Resident Representative

Mc Pherson, Nickez, Interim Project Coordinator, Supporting Sustainable Ecosystem by Strengthening the Effectiveness of Dominica's Protected Area System, Dominica

Mikami, Chisa, Former Deputy Resident Representative

Nurse, Dwayne, Procurement Associate

O'Malley, Steven, Former Resident Representative and Resident Coordinator

Prevost, Shanna, Resilience Specialist

Richards-Simmons, Andrea, Deputy Team Leader, CARISECURE Project

Robinson, Elizabeth, Administrative Assistant, Supporting Sustainable Ecosystem by Strengthening the Effectiveness of Dominica's Protected Area System, Dominica

Simpson, Nikola, Head of Exploration, Blue Lab

Tennebaum, Jordanna, Head of Solutions Mapping, Blue Lab

Thais, Luis Francisco, Thais, Head UNDP Dominica

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ANNEX 6. DOCUMENTS CONSULTED

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ANNEX 7. STATUS OF COUNTRY PROGRAMME ACTION PLAN (CPAP) OUTCOME INDICATORS

Outcome Indicator	Outcome Indicator Baseline	Outcome Indicator Target 2021	Outcome Indicator Value 2017	Outcome Indicator Value 2018	Outcome Indicator Value 2019	Output	Output Indicator	Output Indicator Baseline	Output Indicator Target 2021	Output Indicator Value 2017	Output Indicator Value 2018	Output Indicator Value 2019
OUTCOME 17: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.												
OC1 i1.1 (1.2.4) (1.2.1) Extent to which national and sub-regional statistical systems are strengthened for evidence-based planning and for monitoring lagging MDGs and SDGs (Scale 1-3)	2 (partially)	3 (largely)	2 (partially)	2 (partially)	Recommend rating of 2 (There is no rating in the ROAR 2019) Data source: ROAR 2019	OP 1.1 Strengthened institutions (central and sub regional statistical systems) for evidence-based planning for social protection programming and the achievement of the lagging MDGs and the SDGs.	OP1.1 - i1 (17.1) No. of countries supported through the mainstreaming, acceleration, and policy support process to drive progress on lagging MDGs and the SDGs.	1 (Barbados)	3 (Grenada, St. Vincent and the Grenadines, Barbados) (St Lucia)	0	0	1 (Saint Lucia) Data source: ROAR 2019
							OP1.1 - i2 (17.1) A published sub-regional SDG progress report	No (0)	Yes (1)	No (0)	No (0)	No (0) Data source: ROAR 2019

						<p>OP 1.2</p> <p>Capacity built for estimation of multi-dimensional poverty and levels of deprivation for improved evidence-based policy making.</p>	<p>OP1.2 - i1</p> <p>(17.2)</p> <p>No. of national statistics offices with increased capacities for quantitative and qualitative estimation techniques and analysis for measurement of multi-dimensional poverty.</p>	1 (Barbados)	10 (all countries)	0	0	<p>2</p> <p>(Grenada and Saint Kitts and Nevis)</p> <p>Data source: ROAR 2019</p>
							<p>OP1.2 - i2</p> <p>(17.2)</p> <p>No. of countries with at least one report on estimated sex disaggregated levels of multi-dimensional poverty.</p>	0	7	0	0	<p>0</p> <p>Data source: ROAR 2019</p>
						<p>OP 1.3</p> <p>Implementation of the OECS Regional Strategy for the Development of Statistics (RSDS) supported as part of the wider evidence-based policy and planning agenda for the sub-region.</p>	<p>OP1.3 - i1</p> <p>(17.2)</p> <p>No. of countries supported by SRO to implement the RSDS.</p>	0	5 (Dominica, St. Vincent and the Grenadines, St. Lucia, Grenada, Antigua and Barbuda)	0	0	<p>0</p> <p>Data source: ROAR 2019</p>

Outcome Indicator	Outcome Indicator Baseline	Outcome Indicator Target 2021	Outcome Indicator Value 2017	Outcome Indicator Value 2018	Outcome Indicator Value 2019	Output	Output Indicator	Output Indicator Baseline	Output Indicator Target 2021	Output Indicator Value 2017	Output Indicator Value 2018	Output Indicator Value 2019
OUTCOME 18: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place												
OC2 i2.1 (4.1.2) (4.1.5) No. of countries where sustainable, resilient, and resource-efficient construction and retrofitting has been carried out in at least one government building	3	10	3	5	5 (Antigua and Barbuda, Barbados, British Virgin Islands, Dominica, Saint Vincent, and the Grenadines) Data source: ROAR 2019	OP 2.1 Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access.	OP2.1 - i1 (18.1) No. of new solutions adopted for improved energy efficiency and/or sustainable energy targeting underserved communities/groups and women.	0	7 (Barbados, Dominica, Grenada, St. Vincent, and the Grenadines)	0	4 (Barbados, St. Lucia, St. Vincent and The Grenadines)	4 (Barbados, Saint Lucia, Saint Vincent and The Grenadines) Data source: ROAR 2019
OC2 i2.2 (4.1.4) (2.2) No. of countries with National Adaptation Plans or Disaster Risk Reduction and Climate Resilient strategies under implementation	1	6	1	1	1 (Saint Vincent and the Grenadines) Data source: ROAR 2019	OP 2.2 Action on climate change adaptation and mitigation in line with countries' intended nationally determined contributions pledges across sectors scaled up/improved and implemented.	OP2.2 - i1 (18.2) No. of new comprehensive measures and changes of existing measures (plans, strategies, policies, programmes, budgets, etc.) to achieve low-emission and climate-resilient development objectives.	0	8 (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines) (9)	0	2 (Barbados, St. Vincent and the Grenadines)	2 (Dominica, Grenada) Data source: ROAR 2019
							OP2.2 - i2 (18.2) No. of countries that have adopted South-South initiatives.	0	4 (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)	0	0	0 Data source: ROAR 2019

						<p>OP 2.3</p> <p>Preparedness systems in place to effectively address the consequences of and response to natural hazards e.g. geo-physical and climate resilient and man-made crisis at all levels of government and communities.</p>	<p>OP2.3 - i1</p> <p>(18.3)</p> <p>No. of countries with updated policies, institutional structures and end-to-end EWS for man-made crisis and all major hazards (e.g. geo-physical and climate induced hazards).</p>	0	5 (Barbados, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)	3 (Barbados, St Lucia, St Vincent and the Grenadines)	3	<p>3 (Barbados, Saint Lucia, Saint Vincent and the Grenadines)</p> <p>Data source: ROAR 2019</p>
							<p>OP2.3 - i2</p> <p>(18.3)</p> <p>No. of new and updated national and community level mechanisms to prepare for and recover from disaster events (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and recovery preparedness plans, etc.)</p>	0	6 (Antigua and Barbuda, Barbados, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)	0	0	<p>0</p> <p>Data source: ROAR 2019</p>

Outcome Indicator	Outcome Indicator Baseline	Outcome Indicator Target 2021	Outcome Indicator Value 2017	Outcome Indicator Value 2018	Outcome Indicator Value 2019	Output	Output Indicator	Output Indicator Baseline	Output Indicator Target 2021	Output Indicator Value 2017	Output Indicator Value 2018	Output Indicator Value 2019
OUTCOME 19: Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources												
OC3 i3.1 (4.2.1) (4.2.2) No. of countries in which competent national and sub-national authorities are implementing integrated natural resources management guidelines	1	3	1	1	3 (Grenada, Saint Kitts and Nevis, Dominica) Data source: ROAR 2019	OP 3.1 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals, and waste.	OP3.1 - i1 (19.1) No. of pilot and demonstration projects initiated or scaled up by national partners that apply sustainable environmental management approaches (e.g. expanded, replicated, adapted, or sustained.	0	10 (Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)	0	1 (Dominica)	2 (Dominica, Grenada) Data source: ROAR 2019
OC3 i3.2 (4.2.2) (3.2) No. of countries implementing international conventions and protocols that seek to adequately value and protect marine and coastal ecosystems	0	7	0	0	0 Data source: ROAR 2019		OP3.1 - i2 (19.1) No. of new jobs and livelihoods created for women through sustainable management of natural resources.	0	100 (Dominica, Grenada, St. Kitts and Nevis)	0	0	0 Data source: ROAR 2019

						OP 3.2 Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.	<p>OP3.2 - i1 (19.2)</p> <p>No. of countries with new/improved gender responsive (including collection of sex disaggregated data, gender analysis and targeted actions) policies, programmes, systems and/or institutional frameworks in place for conservation, sustainable management, access and benefit sharing of natural resources, biodiversity and ecosystems.</p>	0	3 (Dominica, Grenada, St. Kitts and Nevis)	0	0	0	Data source: ROAR 2019
							<p>OP3.2 - i2 (19.2)</p> <p>No. of countries implementing national and local plans for Integrated Water Resources Management.</p>	1	4 (Barbados, Grenada, St. Lucia, St. Vincent and the Grenadines)	0	0	0	Data source: ROAR 2019

Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator	Outcome Indicator
OUTCOME 20: Equitable access to justice, protection, citizen security and safety reinforced												
OC4 i4.1(3.2.1) (3.2.1) No. of countries where the number of victims of intentional homicide per 100,000 population has decreased	0	5	0	0	0 Data source: ROAR 2019	OP 4.1 Quality, comparability, and reliability of gender disaggregated citizen security data improved to facilitate national and regional evidence-based planning and policy making.	OP4.1 - i1 (4.5.1) No. of countries that have developed monitoring systems for generating, analysing and disseminating disaggregated citizen security data for policy and planning.	0	5 (St. Lucia, St. Kitts and Nevis, Barbados, St. Vincent and the Grenadines, Antigua and Barbuda)	0	0	5 (Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia) Data source: ROAR 2019
OC4 i4.2 (3.2.2) (4.2) No. of countries that have a decrease in the number of women and men reporting experiences of physical and sexual violence	0	5	0	0	0 Data source: ROAR 2019		OP4.1 - i2 (4.5.2) An operational Sub-Regional Crime Data System	No	Yes	No	No	Yes Data source: ROAR 2019
						OP 4.2 National and regional legislative frameworks and policies on citizen security strengthened, including made more gender sensitive.	OP4.2 - i1 (4.6.1) No. of countries with gender responsive citizen security policies drafted.	0	2 (St. Kitts and Nevis, St. Lucia)	0	0	0 Data source: ROAR 2019
							OP4.2 - i2 (4.6.2) Harmonized regional legislation on citizen security drafted.	No	Yes	No	No	No Data source: ROAR 2019

							OP4.2 - i3 (4.6.3) No. of countries that have ratified regional framework/legislation on citizen security.	0	5	0	0	0 Data source: ROAR 2019
							OP4.2 - i4 (4.6.4) No. of countries with national coordinating committee on citizen security in place for citizen security.	0	6 OECS Independent States and Barbados (7)	0	0	0 Data source: ROAR 2019
						OP 4.3 Capacities in gender-sensitive crime prevention at the community level strengthened.	OP4.3 - i1 (4.7.1) No. of countries with community crime-prevention programmes.	0	6 (Antigua and Barbuda, Grenada, St. Kitts and Nevis, St. Lucia, Barbados, St. Vincent and the Grenadines)	0	0	0 Data source: ROAR 2019
							OP4.3 - i2 (4.7.2) No. of countries where women form 30% or more of community crime-prevention committees.	0	5	0	0	0 Data source: ROAR 2019

Data Source:

IRRF_CPD_SP_Indicators

<https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472>

Date: January 3rd, 2020

Baseline and Target, **in bold green** are data adapted from IRRF Website (different from the one in the original CPD)