BOUNDARY STORY:

UN WOMEN CARIBBEAN MULTI-COUNTRY OFFICE (2011-2019)

UN WOMEN

BOUNDARY STORY

BOUNDARY STORY OF UN WOMEN CARIBBEAN MULTI-COUNTRY OFFICE

INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)
INDEPENDENT EVALUATION SERVICE (IES)
UN WOMEN

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Acknowledgements

LIST OF ACRONYMS

ACRONYM	TITLE
ACP	African Caribbean and Pacific Group
ACRO	Americas and the Caribbean Regional Office
AWP	Annual Work Plan
CAFRA	Caribbean Association for Feminist Research and Action
BRC	Business Review Committee
BPOA	Barbados Programme of Action
CAJO	Caribbean Association of Judicial Officers
CANROP	Caribbean Network of Rural Women Producers
CARIBANK	Caribbean Development Bank
CARICOM	Caribbean Community
CARIMAN	Caribbean Male Action Network
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CERMES	Centre for Resource Management and Environmental Studies
CDEMA	Caribbean Disaster Emergency Management Agency
CIWiL	Caribbean Women in Leadership
CIM	Inter-American Commission of Women
CO	Country Office
CSD	Commission on Sustainable Development
CSME	Caribbean Single Market Economy
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DFATD	Department of Foreign Affairs, Trade and Development
DRF	Development Results Framework
DRR	Disaster Risk Reduction
ECLAC	UN Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council
ECSC	Eastern Caribbean Supreme Court
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GAP	Gender Action Plan
GBV	Gender-based Violence
GCF	Global Climate Fund
GDI	Gender and Diversity Division
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
HA	Humanitarian Action
IACHR	Inter-American
IAEA	International Atomic Energy Agency
IDB	Inter-American Development Bank
ILO	International Labour Organisation
INSTRAW	United Nations International Research and Training Institute for the Advancement of Women
IPCC	International Panel on Climate Change
IPV	Intimate Partner Violence
ISE4GEMs	Inclusive Systemic Evaluation for Gender equality, Environments, and Marginalized voices
JEITT	Judicial Education Institute of Trinidad and Tobago

JAWIC	Jamaican Women in Coffee
LACC	Legal Aid and Counseling Clinic
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
LOA	Letter of Agreement
MCO	Multi-country Office
MDG	Millennium Development Goals
MERP	Monitoring, Evaluation and Research Plan
MOU	Memorandum of Understanding
MSDF	Multi-Country Sustainable Development Framework
MSM	Men-who-have-sex-with-other-men
MTR	Mid-Term Review
NAP	National Action Plan
NGM	National Gender Machinery
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
PAHO	Pan American Health Organization
PCA	Principal Component Analysis
RBM	Results-Based Management
RO	Regional Office
SAMOA Pathway	SIDS Accelerated Modalities of Action Pathway
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SRO	Sub-Regional Organization
ToC	Theory of Change
UBRAF	Unified Budget, Results and Accountability Framework
UNAIDS	United Nations Joint Programme on HIV/AIDS
UN MSDF	United Nations Multi-Country Development Framework
UNCT	United Nations Country Team
UNDAF	United Nations Development Framework
UNDCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNLIREC	United Nations Regional Centre for Peace, Disarmament, and Development in Latin America and the Caribbean
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODC	United Nations Office on Drugs and Crime
UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNSDG	United Nations Sustainable Development Group
UNSG	United Nations Secretary General
UNST	United Nations Sub-Regional Team
UNTF	United Nations Trust Fund
VAWG	Violence against women and girls
WEE	Women's Economic Empowerment
WEPs	Women's Economic Principles
WFP	World Food Programme
WHO	World Health Organization
WLP	Women's Leadership and Participation
WPS	Women, Peace and Security

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I.   INTRODUCTION

This ***Boundary Story of the UN Women Multi-Country Office for the Caribbean (January 2011 – February 2020)*** has been developed as part of the *Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs)* approach selected for the *Evaluation of the UN Women Multi-Country Office for the Caribbean (2011 – 2019).*[1]

The ISE4GEMs approach was developed for the SDG era to acknowledge and address the complexity of the SDG framework and its implementation to achieve the targets set. It applies a systems thinking lens to an evaluation process by boundary analysis of the system under evaluation *and* the prioritizing the inclusion and intersectional analysis of the three GEMs dimensions – gender equality, environments, and marginalized voices – in the evaluation and given their importance for the achievement of the 2030 Agenda and the Sustainable Development Goals.[2]

The Boundary Story is a unique feature of the ISE4GEMs approach. It is a narrative description or "the story" of a system under evaluation, which is defined as "a collection of entities that are seen by someone as interacting together to do something."[3] A system can be both an entity (e.g. an organization) or a way of thinking about something (e.g. different perspectives). The Boundary Story is never considered "complete" because it is acknowledged that you can never know a whole system or see the entirety of any one system[4] because of its complexity.
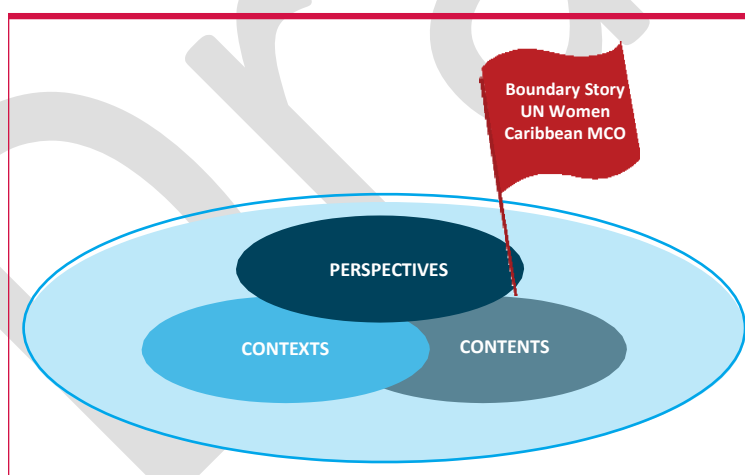
Figure 1. Boundary Story

In this case, the system being evaluated is the UN Women Caribbean MCO (Caribbean MCO), which is defined in this Boundary Story based on the contents, context and the different perspectives included within the system, including GEMs dimensions. (See Figure 1) This Boundary Story is based on information available through UN Women corporate information systems and databases, information shared by the Caribbean MCO, and selected interviews with

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[1] Stephens, A., Lewis, E.D. and Reddy, S.M. 2018. Inclusive Systemic Evaluation (ISE4GEMs): A New Approach for the SDG Era. New York: UN Women; https://www.unwomen.org/en/digital-library/publications/2018/9/ise4gems-a-new-approach-for-the-sdg-era

[2] 2030 Agenda and SDGs document

[3] Footnote 37 in the ISE4GEMs guide

[4] Footnote 38 in the ISE4GEMs guide

stakeholders.[5] A draft version was shared with the Caribbean MCO for their feedback and correction of any inaccuracies, but the contents are not comprehensive, nor have they been triangulated or validated through the evaluation process. It represents the contents of the information reviewed by the evaluation team to date. Although the Boundary Story is meant to be descriptive, the evaluation team acknowledges that our own perspectives may have influenced the final narrative.

In January 2011, with the creation of UN Women, the UNIFEM Caribbean Sub-Regional Office located in Bridgetown, Barbados officially became the UN Women Caribbean Sub-Regional Office. With 2011 largely considered a transitional year, by the end of 2012 a decision was made to convert the Caribbean Sub-Regional Office to a Multi-Country Office (MCO), also signifying a shift from a sub-regional to a multi-country approach to servicing the region. The Haiti CO would also no longer report to the Caribbean MCO, but to Americas and Caribbean Regional Office (ACRO). Since 2013, the Caribbean MCO has covered 22 countries (see Table 1 below) in the Dutch Caribbean Islands and British Overseas Territories and remains located in Barbados, with a limited short-term programme presence in Jamaica.

TABLE 1. Countries and Territories included under the Caribbean MCO

1. Anguilla	12. Grenada
2. Antigua and Barbuda	13. Guyana
3. Aruba	14. Jamaica
4. The Bahamas	15. Monserrat
5. Barbados	16. St. Kitts and Nevis
6. Belize	17. Saint Lucia
7. Bermuda	18. St. Vincent and the Grenadines
8. British Virgin Islands	19. Saint Martin
9. Cayman Islands	20. Suriname
10. Curacao	21. Trinidad and Tobago
11. Dominica	22. Turks and Caicos Islands

II.   CARIBBEAN CONTEXT

Although there are many similarities among Caribbean countries, the depth and scope of each country's development challenges are nuanced, as are the ways in which gender inequality, environmental sustainability, and marginalization

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[5]See Annex 4: Selected Stakeholders Interviewed and Annex 10: List of Documents

exacerbate these challenges. More detailed information on each of the 22 countries is included in Annex 1: Country Backgrounds. Notwithstanding, there are general regional trends based on the vulnerabilities outlined above which are obstacles to sustainable development across the sub-region, including:

a) **extremely high levels of citizen insecurity,** with some of the world's highest per capita murder rates, organized crime and gang violence, high rates of GBV, and trafficking in persons. Homicide and femicide rates remain high across the region and homicide rates have increased in some countries in recent years, e.g. the Bahamas. Human trafficking remains a significant problem throughout the region. For Central America and the Caribbean, 80% of those trafficked are women and girls, 87% of which is for sexual exploitation.[6] Barbados and Trinidad and Tobago were cited in 2016 as mainly destination countries for human trafficking, with victims primarily from South America.[7]

b) **historically low levels of economic growth,** though there is evidence of this trend changing in countries such as Belize, Grenada, Guyana and Jamaica, while others such as Antigua and Barbuda, the Bahamas, Dominica and St. Kitts & Nevis face more challenging economic circumstances, due in part to impacts from recent hurricanes.

c) **increased inequality,** particularly affecting those in lower socio-economic classes,

d) **increasing fundamentalism**, with Trinidad reportedly having the highest rate of Islamic State recruitment in the Western Hemisphere in 2016 and concerns that it may be rising in Guyana, Jamaica and Suriname.[8] [9] Christian fundamentalism has also spread and has had increased influence in the region challenging constitutional reform efforts to better reflect GEWE in some countries (The Bahamas and Grenada) and is often centered around same-sex sexual relations. (as of 2013, 11 countries in the region had anti-sodomy laws) and LGBTQI rights more broadly.[10]

e) **labour migration trends,** such as high outflows of skilled workers (e.g. from all CARICOM countries to the US, Canada and the UK) and broader regional inflows to some countries and economic and social refugees mainly to Trinidad and Tobago and Belize from surrounding Latin American countries such as Venezuela.

f) **high levels of exposure to natural hazards,** such as in 2017 when within the space of 1 month alone, 3 deadly hurricanes hit 7 territories in the Caribbean causing significant economic losses ($1.2 billion in Dominica alone) in damages which led to a growing awareness of the need to switch focus from post-disaster recovery to disaster preparedness.

As this Boundary Story was being finalized in March 2020, a worldwide COVID-19 pandemic was declared by the WHO. COVID-19 is an infectious disease caused by severe acute respiratory syndrome primarily spread during close contact and by small droplets produced when people cough, sneeze or talk. The disease was first identified in December 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally. While most cases result in mild symptoms, some progress to viral pneumonia and multi-organ failure with the elderly and those with underlying health or suppressed immunities are most vulnerable to a fatal progression of the virus.

As of April 2020, the ongoing COVID-19 virus has spread to more than 200 countries and territories and has affected 1.85 million people and counting. Most countries, including in the Caribbean region, have adopted social distancing measures as the key strategy to combat the virus, resulting in countries declaring states of emergency and issuing light or severe lock downs to control the spread of the virus to reduce the number of fatalities and safeguard overstretched health systems.

In a deeply interconnected world as the one we live in, all the countries are dealing with the short-term effects of the crisis and will have to find new strategies to address the post crisis world. The collapse of the health systems in the majority of the most affected countries and the sudden stop of the economy are deeply impacting the current and future scenario. Democracies and other forms of governments are testing their resilience and capacity to face such an

[6]https://www.unodc.org/documents/data-and-analysis/glotip/2018/GLOTiP_2018_BOOK_web_small.pdf
[7]https://www.unodc.org/documents/data-and-analysis/glotip/2016_Global_Report_on_Trafficking_in_Persons.pdf
[8]https://www.theatlantic.com/international/archive/2016/12/isis-trinidad/509930/
[9]https://www.caribbean-council.org/isis-moment-caribbean-reflection/
[10]https://www.theatlantic.com/international/archive/2013/06/christian-and-lgbt-groups-have-brought-the-battle-for-gay-rights-to-the-caribbean/277280/

unpredictable shock and are called to protect the population, especially the most vulnerable. Recognizing the different effects of the virus on women and men is a fundamental step to prepare an equal and sustainable response to the crisis.

Health wise, data collected[11] on the spread of the virus tell us that men tend to be more infected than women (52% against 47%) and experience a higher death rate[12]. Elderly and people with other medical conditions are the most impacted segment of the population, while children are the least affected. From a social, economic and political point of view, the pandemic is deepening pre-existing inequalities, which means women might be at risk of experiencing more severe consequences. Upon the issues already emerging, an increase in gender-based violence and an increased burden of the unpaid care work on women has already impacted the life of women. As well, segregation of work in the health care system might contribute to explain why Italy and Spain (among the most affected countries) registered a quite higher percentage of female health workers infected: 71,8% in Spain and 66% in Italy.

Despite the fact that Caribbean countries are currently coping well with the virus, in terms of infections and measures taken, they will be severely affected by the economic repercussions, especially those countries whose economies are highly dependent on tourism and service sectors. In some Caribbean countries, women are far more likely than men to work in these sectors, especially accommodation and food services, suggesting that the crisis will severely impact their livelihood.[13] Same is true for women small business entrepreneurs, which often tend to face more difficulties in accessing credits and support, but that will have to equally benefit from measures to provide liquidity and other assistance to face the crisis. The evaluation aims to incorporate and reflect the aspects of the current crisis and its effects in the analysis, in order to support the MCO in responding to the crisis in the most possible informed way.

2.1 GENDER EQUALITY

Strides towards gender equality have resulted in gains for women and girls in the Caribbean, relating primarily to high education rates, and increases in employment rates. However, critical gaps remain and the overall persistence of traditional patriarchal attitudes, social structures, religious fundamentalism and ideas of masculinity continue to limit progress towards gender equality and have also generated a context in which gains made contribute to a backlash against "women's empowerment" within overall gender equality efforts and have produced a narrative of male marginalization or because it is seen to be achieved at the detriment of men and boys. For example, data which is presented without appropriate context or analysis such as the fact that women are approximately 70% of tertiary level graduates,[14] has led many policymakers and the general public to argue that women's empowerment has been achieved and that increased focus should now be placed on men and boys.

Overall, issues of how gender inequality manifests itself across socio-economic class, race, age and its ability to stunt development remain largely unexplored and unaddressed. There are not yet sufficient data or analysis to inform a clear understanding of how the effects of gender inequality impact all the dimensions of sustainable development in the Caribbean– economic, environmental and social- and as such gender equality has not been prioritized as an essential element of sustainable development. Many countries in the region have national action plans and policies around gender equality, but government departments and agencies responsible for implementing these plans and policies are often under resourced and gender has yet to be mainstreamed across development agendas in most of the countries in the region. Highlighted below are some ways in which gender inequality manifests itself in the region along with other issues such as binary gender views leading to marginalization and discrimination of LGBTQI persons.

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11 Data are taken from the UN Women Data Hub, available at the following page: https://data.unwomen.org/resources/covid-19-emerging-gender-data-and-why-it-matters. Since data cleaning are ongoing and in progress, all numbers should be interpreted with caution
12 https://www.theguardian.com/commentisfree/2020/apr/07/coronavirus-hits-men-harder-evidence-risk
13 Covid-19 and implications for inclusive economic empowerment in Caricom: policy and programme considerations, Caribbean MCO.

14 University of the West Indies, 2009-2013 Statistical Review. http://www.uwi.edu/uop/sites/uop/files/statistical-review-2009-10-to-2013-14.pdf

High rates of gender-based violence (GBV)

Caribbean countries are placed among the highest in the world in terms of sexual violence, with low levels of access to justice and rule of law considered contributing factors.[15] [16] Although violence against women and girls' (VAWG) prevalence data is not yet available in all countries (the MCO is supporting 4 CARICOM countries in developing prevalence data) the level and rate of GBV is reported to be very high – with sexual violence, domestic violence and trafficking in persons being the primary manifestations of the violence. According to PAHO data, approximately 50% of the first sexual experiences of adolescents in the region are neither voluntary nor consensual.[17] In addition, child marriage and early unions is an issue in some countries and the MCO and RO have worked to change legislation to raise the marital age to 18 in Trinidad and Tobago, for example.[18]

Gender-based labor segregation and wage gaps

The Caribbean experiences a relatively high rate of female labour force participation, including in service sector industries. However, labour market segregation by gender remains marked and women's level of ownership of businesses and representation at the senior leadership level is low when compared to men.[19] In addition to overall increases in inequality, there are also extreme wage gaps among women and men in lower socio-economic classes, with several assessments also demonstrating that female-headed households constitute a large percentage of the most vulnerable and deprived households in the region.[20] High unemployment among both young women and men has led to their unrealized social and economic potential and are considered contributing factors to higher levels of violence in the region with young men recruited to gangs and extremist groups.

Gender and Climate Change

The region is beginning to recognize the role of gender in climate change adaptation and disaster risk reduction strategies, though many have yet to fully mainstream gender into these policies. 9 countries in the region (Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname) are participating in the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean programme being implemented by UNDP and in which UN Women is a partner. Of note, St. Kitts and Nevis is the only country in the region with a disaster plan or policy to require use of gender-sensitive baseline information and gendered damage and needs assessments during recovery and reconstruction (as of a 2017 ECLAC report),[21] though others including Jamaica, Belize, and the Bahamas, have used gender-sensitive/responsive approaches to some extent in climate change and disaster risk reduction plans and policies. In November 2019 a Symposium on Mainstreaming Gender in Water Resources Management, Climate Change and Disaster Risk Reduction Policies in the Caribbean was held in Port of Spain, Trinidad and Tobago to address the topic.[22]

2.2 ENVIRONMENTS

Environmental vulnerability aggravates economic challenges. Disasters caused by natural hazards, which according to the Intergovernmental Panel on Climate Change (IPCC) seem to be occurring more frequently, directly affect the Caribbean SIDS.[23] Compared with other areas of the Latin America and Caribbean region, per the proportion of population affected

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[15] https://data.worldbank.org/indicator/VC.IHR.PSRC.P5?most_recent_value_desc=true

[16] https://apps.who.int/iris/bitstream/handle/10665/85239/9789241564625_eng.pdf;jsessionid=4198A0825A62A3422F886E3F3AA09484?sequence=1

[17] https://foroalc2030.cepal.org/2017/sites/default/files/compromiso_ruta_50_ingles-2.pdf

[18] Interview with Elizabeth Diaz, Planning and Coordination Specialist – 29/01/20

[19] https://competecaribbean.org/wp-content/uploads/2017/03/Exploring-Firm-Level-Innovation-and-Productivity-in-the-CAR-1-26-17-M3.pdf (p. 89)

[20] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-synthesis-report

[21] https://www.cepal.org/sites/default/files/events/files/draft_-_mainstreaming_gender_in_climate_change_and_disaster_risk_reduction_in_the_caribbean.pdf

22 https://www.cepal.org/en/events/symposium-mainstreaming-gender-water-resources-management-climate-change-and-disaster-risk

[23] http://hdr.undp.org/sites/default/files/undp_bb_chdr_2016.pdf

and GDP, Caribbean SIDS are most affected by the ravages of these increased natural disasters. In fact, the Caribbean region is one of the most hazard prone regions in the world. The average estimate of annual losses by tropical cyclones is significant. Changes in the intensity and annual frequency of hurricanes in the Caribbean are projected to result in additional annual losses of US$446 million by 2080,[24] from impacts on infrastructure, the economy, especially the disruption of the tourism sector, and population, which is not yet fully understood because of the lack of sex disaggregated data and gender analyses.[25] The vulnerability of the Caribbean to natural disasters was further demonstrated in September/October 2017 when in the space of 1 month, the Caribbean suffered the devastating impacts of 3 deadly hurricanes on 7 territories including direct hits on 5 countries covered by the MCO: Antigua and Barbuda, Dominica, Turks and Caicos Islands, British Virgin Islands and St Maarten. The catastrophic multi island impact of these major climactic events has brought into sharp focus not only the need to ensure that going forward sustainability and resilience are mainstreamed into development planning, but that immediate action is required to safeguard the gender equality and development gains which have already been achieved. For example, in November 2019 a Symposium on Mainstreaming Gender in Water Resources Management, Climate Change and Disaster Risk Reduction Policies in the Caribbean was held in Port of Spain, Trinidad and Tobago to begin to address these issues.[26]

2.3 MARGINALIZED VOICES

Structural social inequalities, many rooted in the post-colonial nature of societies in the Caribbean, have led to the marginalization of many groups across countries in the region. Limitations in data for some groups suggest that marginalized populations may not always be identified and/or made visible so that their specific needs and vulnerabilities can be addressed by public policies. Those groups identified as marginalized in the literature reviewed and by stakeholders participating in the Scoping Mission are listed below. Persons living with HIV/AIDS and LGBTQI persons are frequently noted as the most marginalized and stigmatized groups across multiple countries (Barbados, Dominica, Grenada, Jamaica, St. Vincent & the Grenadines) with discrimination against these groups cited as a major challenge in the region.Indigenous and minority groups are often marginalized economically with high rates of poverty and disproportionate impacts on women (noted for Belize in particular).

Persons with Disabilities

Approximately 1.3 million persons in the Caribbean live with a disability (long-term physical, mental, intellectual or sensory impairments) of which 250,000 are considered to have a significant disability, with overall numbers expected to increase in the future given demographic shifts and increasing prevalence of chronic health conditions. The prevalence of disability in the Caribbean is already much higher for older persons, while statistics also show a slightly higher prevalence of women compared to men and of boys compared to girls. Persons with disabilities are also more likely to be poor, and poor people are more likely to become disabled. Persons living with a disability face barrier to participate in society fully and effectively due to physical inaccessibility, discrimination and inadequate social and legal protections. This results in poorer social and economic outcomes.[27]

LGBTQI persons

LGBTQI persons are frequently noted as the most marginalized and stigmatized groups across multiple countries (Barbados, Dominica, Grenada, Jamaica, St. Vincent & the Grenadines) with discrimination against these groups cited as a major challenge in the region. The full exercise of sexual rights, particularly the right to take decisions about sexuality, sexual orientation and gender identity, is restricted by discrimination and violence. Recent (2017) research carried out on public attitudes towards homosexuality showed that in five Caribbean countries out of seven, 25% or more of persons indicated that they "hate" homosexuals. In St. Vincent, 53% indicated they "hate" homosexuals, compared with 12% in Suriname; the converse was observed for those who "accept" homosexuals; 63% of St. Vincent informants would not

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[24]D. Scott et al, Tourism and Climate Change: Impacts, Adaptation and Mitigation, Routledge, 2012

[25]In the case of Grenada, Hurricane Ivan, a category 3 storm, which hit in September 2004, had a disastrous financial impact leaving in its wake damage that was estimated at nine hundred million USD which is up to 200% of the country's GDP.25

[26]https://www.cepal.org/en/events/symposium-mainstreaming-gender-water-resources-management-climate-change-and-disaster-risk

[27]https://repositorio.cepal.org/bitstream/handle/11362/44913/S1900752_en.pdf?sequence=1&isAllowed=y

socialize with homosexuals, compared with 25% in Suriname. Findings for the other 5 countries fell within these ranges.[28] In Caribbean countries which retain colonial-era British law, same-sex relations between males are outlawed with same-sex relations between females also outlawed in some countries but not in others. These anti-LGBT laws are themselves discriminatory and undermine the ability of governments to address discrimination and violence against LGBT persons. Young LGBT persons commonly face homophobic or transphobic abuse and physical violence, having consequences for both their physical and psychological health. Due to widespread societal prejudices, there is a shortage of appropriate support services, for example mental health services, and victims attempting to seek redress are likely to be met by further discrimination.[29]

Youth

There are a number of critical social development challenges facing the Caribbean which impact especially hard on children and youth. Children and young people are more likely to be living in poverty, become victims of some form of violence (including sexual violence), and more likely to be unemployed than older adults. Young women, particularly those living in poverty, are at greater risk of unintended pregnancies, HIV or other sexually transmitted infections. Youth unemployment is a significant problem in the region – the Caribbean youth unemployment rate in 2017 was estimated at 25%, which is high by international standards and is about three times the adult rate. An analysis of youth unemployment across ten Caribbean countries revealed the extent of the difference between male and female youth unemployment: in 2016, the average male youth unemployment rate was 21% compared to 33% among young women. Employment opportunities for Caribbean youth are mostly found in low skill, low education jobs. The social and economic costs of this are high: alienation, exclusion, deprivation and a growing incidence of youth crime. High youth unemployment and a lack of decent work more generally, leaves many young people dependent on families and relatives for an extended period of time. This has changed the way that people think of 'youth' which is now conceived as extending into the late 20s and Caribbean youth policies commonly define youth as persons aged 15 to 29 or even beyond. Young people are both the primary victims and perpetrators of crime in the Caribbean. 80% of prosecuted crimes are committed by persons aged 17 to 29 years while many victims of violent crime also belong to the same age group. Both victims and perpetrators are more likely to belong to lower socioeconomic groups. Young women and adolescent girls are also particularly vulnerable to HIV, in part due to the cultural norm of young women having sexual relationships with older men. In 2016, young women in the Caribbean accounted for 17% of new HIV infections, despite making up just 8% of the population. Among 16 Caribbean countries, declines in the number of young people have been taking place, or are projected to take place, in all of them. This decline in the number of young people presents an opportunity to make real increases in investment per head in children and youth.[30]

Elderly

There are still many older persons living below national poverty lines in the Caribbean. Based on data for ten countries, the average poverty rate among persons aged 65 and over was 17% per cent, although the rate varied significantly, from 7% in Trinidad and Tobago to 34% in Belize. Older persons frequently cited hunger as a complaint alongside difficulties in maintaining their homes, affording medical expenses, lack of assistance and loneliness. There are still many older persons in the Caribbean who do not have an independent income to guarantee them an adequate standard of living. Depending on the country, between a quarter and three quarters of persons over statutory retirement age receive a social security pension and some receive no pension at all. At least 12 countries in the region (Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago) have identified ageing populations as a major concern for national development planning. Population ageing affects all countries and overseas territories in the Caribbean although the process is more advanced in some countries than others. Among countries and territories in the MCO, Curacao, Barbados and Aruba have the highest old age dependency ratios (persons 65+/ persons 15-64) at 23, 20 and 18, respectively, while Guyana and Belize have the lowest at 8 and 6, respectively. However, irrespective of the stage of their demographic transition, most Caribbean countries will see their old age dependency ratio double over the next thirty

[28]Beck, Eduard and others (2017), "Attitudes towards homosexuals in seven Caribbean countries: implications for an effective HIV response", AIDS Care, Vol. 29, Issue 12, Taylor & Francis, December.
[29]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y
[30]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

years with important implications for public policy and households. The issue of neglect and abuse of older persons has received increasing attention in the Caribbean. For example, in its report to the CEDAW Committee, the Government of Antigua and Barbuda highlighted the problem of elderly women being found neglected and destitute, often ending up in hospital. Many countries have held awareness raising events and campaigns, for example in Guyana, a 'Stop Senior Citizens Abuse' campaign was rolled out in 2016 through the use of posters, pamphlets and bumper stickers. Dominica and Trinidad and Tobago are both in the process of establishing an integrated system to address reported cases of elder abuse. Some countries have established training in order to strengthen capacity to detect cases of abuse. Others have established protective mechanisms, including shelters as well as institutions that provide support to older persons. In Bermuda, there is a Human Rights Commission which offers mechanisms to address complaints of discrimination based on age in collaboration with other agencies. Meanwhile in Sint Maarten, the office of the Ombudsman is available to assist older persons when they have complaints against the Government.[31]

Urban and Rural Poor

The severity of poverty (harsher conditions) is greater in urban slums and inner-city communities than in rural areas, yet the number of poor residing in rural areas invariably exceeds other regions. Urban, inner-city poverty is more likely to result in unemployment and deficiencies in the capabilities of the poor to respond to available or new and emerging economic opportunities. These deficiencies may arise mainly from inadequate levels of education, insufficient skill sets, poor health conditions, crime and violence, as well as in some cases discrimination due to location of residence. The quality of life in several urban neighbourhoods in the Caribbean has declined in recent years as a result of migration, overcrowded settlement, squatting, unemployment, crime and the deterioration of public services.[32] Caribbean countries with larger rural populations report higher poverty rates, including higher rates of indigence (extreme poverty). However, factors other than population size affect their poverty rates, such as economic development and income disparity. Rural youth and women, particularly single mothers, are most affected by unemployment. The labour market in rural communities consist of un-skill or low skill, labour intensive, low technology type jobs. Rural populations tend to be more vulnerable fragile environments and natural disasters and lack infrastructure and social services more than in urban areas. The marginalization of elderly populations is also intertwined with socio-economic challenges in rural communities as the region is undergoing a process of "de-agrarianization" in which increasingly more younger workers are moving to urban centres and the rural populations in some Caribbean countries are aging. The average age of the farming community in the rural areas of the Caribbean far exceeds that of other developing agrarian countries in Central and South America, Asia and Africa. Close to one quarter of the farm population in the region is over 55 years and 45% of all agriculture holders (own and make farm decisions) are 55 years and older. This is twice that of the age of the farm population and agriculture holders in Central and South America, Asia and Africa. [33]

Indigenous and Minority Groups

There are around 160,000 people that identify themselves as indigenous in the Caribbean which represents two per cent of the total population. Belize has the highest proportion of indigenous peoples (17.4% of the population) with two main groups, the Garifuna and the Maya. Around half of the indigenous people of the Caribbean live in Guyana where they represent 10.5% of the population. There are smaller proportions of indigenous people in Suriname, St. Vincent & the Grenadines, Dominica, Trinidad and Tobago, St. Lucia and Antigua and Barbuda. Suriname also has a population of 118,000 Maroons (21.7% of the population). The Maroons descend from escaped slaves and therefore are not indigenous. However, their circumstances are in some ways similar and international law provides a measure of protection for their collective rights, as it does for indigenous peoples. Where data is available, it strongly suggests that indigenous peoples are disadvantaged and more likely to be living in poverty, suffering from material deprivation or affected by other social inequalities. The fertility rate, including the adolescent fertility rate, is higher among the indigenous population especially in Guyana where the estimated adolescent fertility rate is double that for the non-indigenous population. Indigenous populations are more likely to depend on sub-standard water sources in Guyana, and

[31] https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

[32] https://www.caribank.org/sites/default/files/publication-resources/Study_The-Changing-Nature-of-Poverty-and-Inequality-in-the-Caribbean-New-Issues_-New-Solutions.pdf

[33] https://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/---sro-port_of_spain/documents/publication/wcms_533997.pdf

on sub-standard sanitation in Belize, Guyana and Suriname. Rates of secondary school attendance are significantly lower than for non-indigenous populations. In Guyana, unemployment and the lack of employment opportunities have been identified as major problems for both the female and male villagers. It is common for men to migrate, for anything from two weeks to three months, to mining and logging areas to find jobs to support their families. Women typically stay at home taking care of the children and doing small-scale subsistence farming. Sometimes men do not return, leaving their wives to take care of the children without any type of support.[34]

Female-headed Households

In Caribbean countries, many women are in high-level decision-making positions in government, the private sector and civil society organizations, while at the same time there are a large number of female-headed households living in poverty with high rates of domestic violence. Within the region, marriage rates are low and extended families with a female head are not an uncommon feature. For many Caribbean women, poverty means responsibility for multi-person households that include members of the extended family. This gendered responsibility is often more onerous in cases where mothers face difficulties in receiving child support from fathers who live outside of the household, particularly given widespread weaknesses in the enforcement of child support through the legal system.[35] While there is a paucity of data available for most Caribbean countries on the share of female-headed households, among four countries studied (Grenada, Guyana, St. Lucia, Trinidad & Tobago), women are many times more likely to live in households that contain no other adults but do contain at least one child under 18 years. Women in this situation are more likely to bear responsibility for caring for children and providing for them financially.[36] Children living in female-headed households are also more likely to be living in poverty than those in male-headed households (though only slightly).[37]

Persons living with HIV/AIDS

Between 2000 and 2015, the number of people newly infected with HIV in the Caribbean decreased by 76% and HIV-related deaths by 42%. In many Caribbean countries communities of men-who-have-sex-with-other-men (MSM) have higher incidence and prevalence of HIV. They are often stigmatized and subjected to both social and institutional discrimination.[38] It has been shown that fear of and actual experience with stigma and discrimination can reduce an individual's willingness to practice prevention, seek HIV testing, disclose his or her HIV status to others, get care and support, and begin and adhere to HIV treatment. Yet research carried out in both Belize and Jamaica suggested that such stigma and discrimination remained widespread. In studies of persons living with HIV in these two countries, people reported being the subject of gossip, being abused, harassed, socially excluded, having to change their place of residence, losing their jobs, and even seeing their children suspended from school.[39] Homophobic views expressed by adherents to a culture of "compulsory heterosexuality" or "hyper-masculinity" result in stigma and discrimination by members of the general public towards MSM. This negatively affects the involvement of MSM in successful national HIV responses. Public messaging, communications campaigns and educational measures need to be employed to change these cultural views to improve early access to services by MSM.

Women working in small-to-medium enterprises (SMEs), care workers, sex workers

Care workers

Care work is defined as activity that serves people and their maintenance and well-being and includes both personal care and care related activities, such as cooking, cleaning and washing clothes. Unpaid care work is also referred to as

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[34]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

[35]International Labour Office and Evaluation Office, Independent Evaluation of the ILO's Decent Work Country Programmes, Strategies and Actions in the Caribbean (2010-2015).

[36]https://www2.unwomen.org/-/media/field%20office%20caribbean/attachments/publications/2019/status%20of%20women%20and%20men-web.pdf?la=en&vs=5426

[37]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

[38]Beck, Eduard and others (2017), "Attitudes towards homosexuals in seven Caribbean countries: implications for an effective HIV response", AIDS Care, Vol. 29, Issue 12, Taylor & Francis, December.

[39]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

"reproductive" or "domestic" work in order to distinguish it from market-based work. In the Caribbean, unpaid care work performed by women acts as an extension of social services that should typically be provided by the state. The increased need for such services was magnified during the period of structural adjustment and more recently as a result of the 2008-2009 global food, energy and economic crises, when a greater burden was placed on women to provide social services routinely provided by the state and which mirrors the unpaid care work carried out at the domestic level, for example, health care and other unpaid community services.

The additional burden of care caused by the impact of HIV and AIDS in most countries of the Caribbean has added not only to the unpaid workload of predominantly older women, but it has also added to their poverty. These grandmothers and other relatives are increasingly being called upon to take care of their sick children and/or spouses and are often left to look after the orphaned grandchildren when parents afflicted with the disease die. In many instances women are the ones looking after family members with AIDS related illnesses because of the lack of hospital beds or because of the stigma and discrimination associated with the disease, which again makes this unpaid work very invisible.[40]

Regarding the priority actions on promoting equality in the labour market and the recognition of the productive value of unpaid domestic work and care work, very little progress has occurred in the Caribbean subregion with respect to the recognition of women's contribution to national economies and, gender stereotyping in the distribution of domestic tasks remains a cause of concern. The Caribbean remains the only subregion yet to carry out a full-scale time-use survey to quantify unpaid work so as to comprehensively address entrenched inequalities linked to the gender division of labour within the household.[41]

Women in SMEs

Women's entrepreneurship accounts for a small percentage of employment and tends to be on a very small scale. A recent study of 14 Caribbean countries found that 13% of employed women are self-employed, comprising 11% with no employees and 2% with one or more employees. Self-employed females with five or more employees account for only 1% of self-employed females. Most female-owned businesses are consumer-oriented, including retail, hotel and restaurants, and food and beverage manufacturing. Women find it more difficult than men to provide collateral for loans. There is evidence that they are turned down more often for loans, and thus rely on personal finances or partners, family and friends to provide funds. Many women continue to set up businesses informally because of such barriers and in order to balance caring responsibilities with income-earning possibilities. With high dependency ratios in poor, female-headed households, such women are especially likely to be found in the informal sector as it is difficult to find formal employment that allows enough flexibility for sole careers to be able to cater to the full range of needs of their families.[42]

Sex workers

Cross-border trade, domestic labour and sex work outside the country of origin are sources of livelihood for many poorer Caribbean women. Most of this work is informal and therefore unregistered and many migrants are undocumented. There are language barriers for some, such as Spanish-speaking sex workers operating in English-speaking Caribbean countries. These factors render migrants vulnerable to exploitation and poor working conditions and limit their access to services, such as legal assistance and health care.[43] Sex workers face physical and sexual violence at the hands of clients, pimps, brothel owners, and the police. Violence against sex workers is tied to extremely high rates of sexual violence in the region as well as virulent transphobia and homophobia. Violence and rape have a direct and indirect bearing on sex workers' ability to protect themselves from HIV and several studies have documented the link between human rights environments and HIV prevalence for MSM, many of whom are involved in sex work. Previous studies out of Trinidad and Tobago and Jamaica that were originally designed to explore cross generational transactional sex revealed that in the minds of young women, sex and money are inextricably linked. In fact, sex without financial gain or security is seen in some cases by this population to be non-normative.[44]

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[40]https://repositorio.cepal.org/bitstream/handle/11362/36619/S2014006_en.pdf?sequence=1&isAllowed=y
[41]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y
[42]https://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/---sro-port_of_spain/documents/publication/wcms_651944.pdf
[43]https://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/---sro-port_of_spain/documents/publication/wcms_651944.pdf
[44]http://www.cvccoalition.org/sites/default/files/Review_of_Models_and_Best_Practices_of_SW__inglessmallpdf_com_1_0.pdf

III.   THE NORMATIVE FRAMEWORK

The Caribbean MCO's work is guided by international and regional intergovernmental norms and standards related to gender equality and women's empowerment (GEWE), human rights and sustainable development and it works towards their implementation at regional and national levels. The below is list of some of the key guiding frameworks relevant for the Caribbean MCO. Additional frameworks exist that may guide the office's work such as UN Security Council resolutions on women, peace and security[1] and agreed conclusions of the Commission on the Status of Women (CSW), World Humanitarian Summit Platform for Action, other international and regional human rights treaties (e.g. disabilities, migrants, etc.) Additional regional norms and standards connected to regional organizations are included in the Partnerships section of this report.

3.1 INTERNATIONAL

2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The 2030 Agenda for Sustainable Development was adopted in 2015 by all UN Member States including the countries covered by the Caribbean MCO. The successor to the Millennium Declaration and the MDGs, it provides a blueprint for achieving sustainable development by 2030 through 17 Sustainable Development Goals and 169 targets. The systemic and interconnected framework is a universal plan of action focused on people, planet, peace, prosperity and partnerships that builds on the principle of "leaving no one behind" and the need to balance social, economic and environmental sustainability. The achievement of GEWE is both a stand-alone goal (SDG 5), but also recognized as cross-cutting for all 17 goals. Other goals specifically address environmental issues and inequality.

UNITED NATIONS PROGRAM OF ACTION ON THE SUSTAINABLE DEVELOPMENT OF SMALL ISLAND DEVELOPING STATES (BARBADOS PROGRAM OF ACTION BPOA)

Adopted during the UN Global Conference on the Sustainable Development of SIDS (1994) as a reaffirmation of the principles and commitments to sustainable development in Agenda 21, the BPOA is a 14-point program based on priority areas based on the specific economic, environmental, human and social development vulnerabilities of SIDS.[45] The Commission on Sustainable Development (CSD) was given the responsibility to follow up on the implementation of the BPOA and review progress. (see also UN-OHRLLS below)

SMALL ISLAND DEVELOPING STATES (SIDS) ACCELERATED MODALITIES OF ACTION (SAMOA) PATHWAY

The SAMOA Pathway was adopted at the Third International Conference on Small Island Developing States in 2014 at which SIDS priorities for the 2030 Agenda were identified. As an international framework, it guides global, regional and national development for SIDS with GEWE identified as a priority area.[46] All countries covered by the Caribbean MCO fall under the framework, including Belize.[47] At the conference in 2014, 300 multi-stakeholder partnerships were announced

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[45]The priority areas are: climate change and sea- level rise; natural and environmental disasters; management of wastes; coastal and marine resources; freshwater resources; resources; energy resources; tourism resources; biodiversity resources; national institutions and; administrative capacity; regional institutions and technical cooperation; transport and communication; science and technology; human resource development.

[46]The document "Recognises that gender equality and women's empowerment and the full realization of human rights for women and girls have a transformative and multiplier effect on sustainable development and are a driver of economic growth in SIDS. Women can be powerful agents of change (paragraph 76)."

[47]Other countries covered by the SAMOA pathway in the region include as well as as Cuba, Dominican Republic, Haiti, Guadeloupe, Martinique, Puerto Rico, and U.S. Virgin Islands.

and the intergovernmental SIDS Partnership Framework was adopted to monitor progress and bring about new partnerships for the sustainable development of SIDS. In 2019, a mid-term review of the implementation of the SAMOA Pathway was discussed at the 2019 UNGA meeting.

CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

The Convention on the Elimination of all forms of Discrimination against Women (CEDAW) came into force in 1979 and has been ratified by 189 countries as of 2020. Its Optional Protocol came into force in 2000. All the countries and territories covered by the Caribbean MCO are State Parties to CEDAW, with the exception of Montserrat, for which work is underway to extend the UK's ratification.[48] CEDAW defines discrimination against women[49] and sets out a comprehensive set of rights for women in civil, political, economic, social and cultural fields and requires State Parties to take all the appropriate measures, including legislation and temporary special measures, so that women can enjoy their human rights and fundamental freedoms. State Parties are required to submit periodic progress reports on their actions to the CEDAW Committee.

BEIJING DECLARATION AND PLATFORM FOR ACTION

The Beijing Declaration and Platform for Action, adopted at the UN's Fourth World Conference on Women in 1995, is an agenda for women's empowerment. It aims at removing the obstacles to women's active participation in all spheres of public and private life by ensuring women a full and equal share in economic, social, cultural and political decision-making. It affirms that equality between women and men is a necessary and fundamental prerequisite for equality, development and peace. Governments, international organizations, civil society and the private sector are called upon to take strategic action to address twelve key areas[50] and it requires Member States to review their implementation every five years. In March 2020, the Commission for the Status of Women will be focused on a review and appraisal of the implementation of the Beijing Declaration and PFA after 25 years of implementation – referred to as Beijing+25. The Bureau Vice-Chair designate for the Latin American and Caribbean States Group is the representative from Trinidad and Tobago and 11 national reports and an ECLAC regional report have been submitted.

INTER-AMERICAN CONVENTION ON THE PREVENTION, PUNISHMENT AND ERADICATION OF VIOLENCE AGAINST WOMEN (BELÉM DO PARÁ)

A regional human rights convention adopted by the Organization of American States in 1994, it is the first treaty to specifically address the issue of violence against women. It establishes the right of women to live a life free of violence and recognizes violence against women in both the public and private spheres as a violation of their human rights and their physical, sexual and psychological integrity. The convention established specific mechanisms to oversee State Parties implementation of their obligations supported by the Inter-American Commission of Women (CIM), the Inter-American Commission on Human Rights (IACHR) and the Inter-American Court of Human Rights. Thirty-three countries have signed on to the Convention, including 8 countries supported by the MCO.[51]

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[48] List of issues and questions in relation to the eighth periodic report of the United Kingdom of Great Britain and Northern Ireland. November 2018. Cedaw report available at: https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/GBR/CEDAW_C_GBR_Q_8_Add-1_31122_E.pdf

[49] "...any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field"

[50] i) Women and poverty; ii) Education and training of women; iii) Women and health; iv) Violence against women; v) Women and armed conflict; vi) Women and the economy; vii) Women in power and decision-making; viii) Institutional mechanisms for the advancement of women; ix) Human rights of women; x) Women and the media; xi) Women and the environment; xii) The girl-child.

[51] http://oas.org/en/mesecvi/convention.asp; https://www.wikigender.org/wiki/convention-of-belem-do-para/

UNITED NATION FRAMEWORK CONVENTION ON CLIMATE CHANGE (UNFCCC)

The United Nations Framework Convention on Climate Change (UNFCCC)[52] entered into force in 1994 and is ratified by 197 countries, including all independent states of the Caribbean region. Although non-binding, its objective is to stabilize greenhouse gas levels in the atmosphere to prevent interference with the earth's climate system. Industrialized nations have agreed to support developing countries by providing financial support for action on climate change through a system of grants and loans managed by its financial mechanisms - the Global Environment Facility (GEF) and the Global Climate Fund (GCF). Follow-ups to the UNFCCC include the 1997 Kyoto Protocol and the 2015 Paris Agreement in which further commitments have been made, the latter including text on the issue of gender and climate change. Further recognition of the "importance of involving women and men in UNFCCC processes and in the development and implementation of national climate policies that are gender-responsive" was evidenced by the inclusion of a dedicated Lima Work Programme on Gender in 2016 and a Gender Action Plan (GAP). Key issues addressed include adaptation, mitigation, capacity-building, technology, climate finance.[53]

SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION 2015-2030 (SENDAI FRAMEWORK)

The Sendai Framework was adopted by Member States at the World Conference on Disaster Risk Reduction (2015) to provide concrete actions for protecting development gains from the risk of disaster. Specifically, it aims to strengthen social and economic resilience to ease the negative effects of climate change, man-made disasters, and natural hazards through four identified priorities for action[54] and seven global targets. It recognizes the fundamental role of women in risk management and in disaster preparedness, response and recovery.[55]

3.2 REGIONAL ORGANIZATIONS

3.2.1 LATIN AMERICA AND THE CARIBBEAN

Organization of American States (OAS)

The Organization of American States is the world's oldest regional organization, dating back to the First International Conference of American States, held in Washington, D.C., from October 1889 to April 1890. That meeting approved the establishment of the International Union of American Republics, and the stage was set for the weaving of a web of provisions and institutions that came to be known as the inter-American system, the oldest international institutional system. The OAS came into being in 1948 with the signing in Bogotá, Colombia, of the Charter of the OAS, which entered into force in December 1951. The OAS brings together all 35 independent states of the Americas and constitutes the main political, juridical, and social governmental forum in the Hemisphere. In addition, it has granted permanent observer status to 69 states, as well as to the European Union (EU). The Organization uses a four-pronged approach to effectively implement its essential purposes, based on its main pillars: democracy, human rights, security, and development.[56] The OAS Charter defines five specialized organizations as intergovernmental organizations established by multilateral agreements and having specific functions with respect to technical matters of common interest to the American states. They enjoy full technical autonomy, but take into account the recommendations of the General Assembly and the Councils. These organizations include: 1) Pan American Health Organization (PAHO); 2) The Inter-

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[52]part of the "Rio Earth Summit" along with the UN Convention on Biological Diversity and the Convention to Combat Desertification.

[53]https://unfccc.int/process-and-meetings/the-convention/what-is-the-united-nations-framework-convention-on-climate-change

[54]1) Understanding disaster risk; 2) Strengthening disaster risk governance to manage disaster risk; 3) Investing in disaster risk reduction for resilience; 4) Enhancing disaster preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction

[55]"Women and their participation are critical to effectively managing disaster risk and designing, resourcing and implementing gender-sensitive disaster risk reduction policies, plans and programmes; and adequate capacity building measures need to be taken to empower women for preparedness as well as to build their capacity to secure alternate means of livelihood in post-disaster situations (Paragraph 36 (a) i))".

[56]http://www.oas.org/en/about/who_we_are.asp

American Children's Institute (IIN); 3) The Inter-American Commission of Women (CIM); 4) The Pan American Institute of Geography and History (PAIGH); and 5) The Inter-American Institute for Cooperation on Agriculture (IICA).[57]

Pan American Health Organization (PAHO)

PAHO is the specialized international health agency for the Americas. It works with countries throughout the region to improve and protect people's health. PAHO engages in technical cooperation with its member countries to fight communicable and noncommunicable diseases and their causes, to strengthen health systems, and to respond to emergencies and disasters. Under the leadership of its 52 member countries and territories, PAHO sets regional health priorities and mobilizes action to address health problems that respect no borders and that, in many cases, jeopardize the sustainability of health systems. PAHO wears two institutional hats: it is the specialized health agency of the Inter-American System and also serves as Regional Office for the Americas of the World Health Organization (WHO), the specialized health agency of the United Nations. It is headquartered in Washington, D.C. and has offices in 27 countries and three specialized regional centers. PAHO has five main areas of work including Family, Gender and Life Course and Women, Reproductive, Perinatal and Neonatal Health, and it works on violence prevention, including violence against women, and is guided by its 2015 Strategy and Plan of Action on Strengthening the Health System to Address Violence against Women.[58]

The Inter-American Commission of Women (CIM)

Established in 1928, the Inter-American Commission of Women (CIM) was the first inter-governmental agency established to ensure recognition of women's human rights. It has become the principal forum for debating and formulating policy on women's rights and gender equality in the Americas. Its mission is to shape the public policy agenda from a rights-based perspective for the full citizenship of women and the elimination of gender-based discrimination and violence. The CIM is the main body that provides technical support to gender mainstreaming policies, processes and activities, both within the OAS and with its Member States, through specific awareness-raising and capacity building activities.[59]At the inter-American level, the principal mandate on gender mainstreaming is the Inter-American Program on Women's Human Rights and Gender Equity and Equality (IAP), adopted in 2000.

Economic Commission for Latin America and the Caribbean (ECLAC)

Headquartered in Chile and with a sub-regional headquarters in Trinidad and Tobago, ECLAC is one of five UN regional commissions, established in 1948 and has included Caribbean countries since 1984. Its Division for Gender Affairs plays an active role in gender mainstreaming within regional development, working in close collaboration with the national machineries for the advancement of women in the region, civil society, the women's movement, feminist organizations and public policymakers, including national statistics institutes.[60] ECLAC houses a Gender Equality Observatory that was created in 2007 to monitor progress in gender equality against 17 indicators under the themes of Economic Autonomy; Autonomy in Decision Making; and Physical Autonomy. Although the Observatory covers 17 of MCO's 22 countries [61] data is not routinely available under several indicators for most of the 17 Caribbean countries covered. UN Women is listed as one of 8 strategic partners for ECLAC.

Inter-American Development Bank (IDB)

The IDB is Latin America and the Caribbean's leading source of development financing and has approved more than US$260 billion in loans for public and private sector projects in key sectors with an emphasis on poverty reduction (e.g. transportation, energy, education, health, WASH). It's current focus areas include three development challenges – social inclusion and equality, productivity and innovation, and economic integration – and three cross-cutting issues – gender

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[57]https://www.oas.org/en/about/specialized_organizations.asp

[58]https://www.paho.org/hq/index.php?option=com_content&view=article&id=91:about-paho&Itemid=220&lang=en

[59]http://www.oas.org/en/CIM/about.asp

[60]https://www.cepal.org/en/work-areas/gender-affairs

[61]Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, BVI, Jamaica, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname, Trinidad and Tobago.

equality and diversity, climate change and environmental sustainability; and institutional capacity and the rule of law.[62] The IDB´s Gender and Diversity Division (GDI) was created in 2007 to promote gender equality and support development with identity for African descendants and indigenous peoples in the region through policy, strategic guidance, technical assistance and training programs. Violence against women, gender mainstreaming, women's leadership and economic empowerment are some of its main lines of work.[63] Seven countries covered by the Caribbean MCO (Bahamas, Barbados, Belize, Guyana, Jamaica, Suriname, Trinidad and Tobago) and borrowing members of the IDB.[64]

3.2.2 CARIBBEAN REGIONAL AND SUB-REGIONAL

Caribbean Community (CARICOM)

The Caribbean Community (CARICOM) is an organisation of 15 full states and 5 associate members states, with its Secretariat in Guyana. Together these member states coincide with the 22 countries under MCO, with the addition of Haiti as a full member, and with the exceptions of Aruba, Curacao, and Saint Martin. Anguilla, Bermuda, BVI, Cayman Islands and Turks and Caicos are the 5 associate members. CARICOM's first Strategic Plan 2015 – 2019[65] outlines four key outcomes: Strong Economic Growth and Reduction in Poverty and Unemployment; Improved Quality of Life; Reduced Environmental Vulnerability; and An Integrated Community with Equity for All. These are aligned to the integrated strategic priorities of Building Economic Resilience; Building Social Resilience; Building Environmental Resilience; Building Technological Resilience; Strengthening the CARICOM Identity and Spirit of Community; and Strengthening Community Governance. The Caribbean MCO notes in its 2018-21 SN that gender equality is a key driver to achieving these priorities, and has entered an MOU with the CARICOM Secretariat to support the gender responsive implementation of this plan. Previously, MCO has worked with CARICOM to development the Gender Equality Indicators model and methodologies for measuring these at regional and national levels. The MCO SN notes that this GEI model aligns strongly with the SDG Framework, and also includes topics relevant to the regional context.

CARIFORUM

CARIFORUM's 15 member states and 5 associate members bring together all the MCO states except Saint Martin, Aruba and Curacao, and with the addition of Haiti. Its Secretariat is in Guyana. Brought together in 1973, its main agenda is to deepen integration and build resilience of member countries. Gender is one of 19 areas of work under 7 focus areas set out in the first Strategic Plan 2015-19. The main areas of work include mainstreaming gender in Community programmes and policies especially the CARICOM Single Market and Economy (CSME); providing technical support to Member States in policy development and mainstreaming of gender in national planning, programmes and budgets; implementing strategies and programmes to increase gender awareness and analysis among relevant target groups; improving institutional infrastructure to address gender-based vulnerabilities; convening meetings of the Directors of Women/Gender Affairs; and inter-agency collaboration among regional and international agencies to achieve international and national obligations.[66]

Organisation of Eastern Caribbean States (OECS)

The OECS is an International Inter-governmental Organisation brought together in 1981 and dedicated to regional integration in the Eastern Caribbean. It includes Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia and St. Vincent and the Grenadines.[67] The British Virgin Islands, Anguilla, Martinique and Guadeloupe are associate members. It therefore consists of countries covered by MCO with the additions of Martinique and Guadeloupe. It is also the group covered by the UN sub-regional team (UNST) Barbados[68], except for Martinique and

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[62]https://www.iadb.org/en/about-us/overview
[63]https://www.iadb.org/en/topics/gender-indigenous-peoples-and-african-descendants/what-we-do%2C9601.html
[64]http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=40862380
[65]Strategic Plan for the Caribbean Community 2015-19: Repositioning CARICOM – This was the first Strategic Plan for CARICOM
[66]Strategic Plan for the Caribbean Community 2015-19: Repositioning CARICOM, CARICOM Secretariat, Guyana, July 2014; https://caricom.org/
[67]These are part of the Economic Union and received the full benefits of Economic Union like free movement of people and goods.
[68]UN Multi Country Office Review, Final Report, Final Draft, MCO Review team, May 2019

Guadeloupe, and Barbados itself is not an OECS member. The organisation works towards 5 strategic objectives which are underpinned by the SDGs:

- Advancement, support and acceleration of regional trade, economic and social integration;
- Mainstreaming climate, economic, environmental and social resilience;
- Promotion and support of equity and social cohesion and leveraging cultural and linguistic diversity of Member States;
- Alignment of foreign policy of Member States with the development needs of the OECS;
- Alignment and strengthening the institutional systems of the Commission to effectively deliver its mandate.

Growth and Development Strategy captures the following Priority Areas: Environment, Food Security and Nutrition, Social Development and Protection, and Health[69] (OECS, 2018a). The organisation gives full recognition to the significance of gender in delivering better sustainable development outcomes and has worked towards mainstreaming and institutionalizing gender awareness and planning into all its operations, guided by a Gender Equality Mainstreaming policy.[70]

Caribbean Court of Justice (CCJ)
The Caribbean Court of Justice is the Caribbean regional judicial tribunal established in 2001, located in Trinidad and Tobago, and serving the CARICOM states of Antigua and Barbuda, Barbados, Belize, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St Lucia, Suriname, Dominica, St Vincent and the Grenadines, and Trinidad and Tobago.[71] It serves as both an appeals court for civil and criminal cases, and also as an international court applying international law and interpreting and applying the Treaty of Chaguraramas which established CARICOM.

Eastern Caribbean Supreme Court (ECSC)
The ECSC is an Appeals Court and a High court of Justice serving the nine Eastern Caribbean states of Anguilla, Antigua and Barbuda, Dominica, Grenada, Monserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, and BVI. It is headquartered in St Lucia but is an itinerant court, traveling to each member state to hear civil and criminal appeals at specified dates in the year. Each member state is assigned a High Court judge who is resident in the state. [72]

Caribbean Disaster Emergency Management Agency (CDEMA)
CDEMA is a regional inter-governmental agency for disaster management established in 1991 and headquartered in Barbados. It has 18 participating states,[73] and all CARICOM and non-CARICOM states in the Caribbean are eligible for membership. Its role is to facilitate, drive and coordinate disaster management among participating states, with a mandate focused on disaster response but with a coordinating unit which addresses longer-term mitigation issues. It consists of a Council of heads of Government or their nominees, a technical advisory committee with programme responsibilities led by National Disaster Coordinators. [74] It includes a Regional Training Centre which delivers tailored training at headquarters, online, and also off-site in any participating state. Its values include equitable access, gender sensitivity and cultural sensitivity. Its Gender Working Group aims to facilitate regional gender experts to support comprehensive disaster management implementation, and includes UN Women, other UN agencies, and other regional organisations as members. [75]

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[69]OECS 2018 "Implementation of the SIDS Accelerated Modalities of Action (S.A.M.O.A) Pathway: Organisation of Eastern Caribbean States (OECS) Commission Actions", Environmental Sustainability Cluster - OECS Commission.

[70]https://www.oecs.org/en/topics/gender-and-social-inclusion

[71]The Bahamas, Monserrat and Haiti, though full CARICOM members, are not yet signatories.

[72]https://www.eccourts.org/court-overview/

[73]Anguilla, Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Republic of Guyana, Haiti, Jamaica, Montserrat, St. Kitts & Nevis, Saint Lucia, St. Vincent & the Grenadines, Suriname, Republic of Trinidad & Tobago, Turks & Caicos Islands and the Virgin Islands

[74]https://www.cdema.org/

[75]https://www.cdema.org/139-cdm/cdm-governance-mechanism/948-gender-working-group

Caribbean Development Bank

The Caribbean Development Bank is a financial institution that helps Caribbean member nations finance social and economic programmes. It was established in 1969 and is headquartered in Barbados. It has 19 Caribbean member states, which include all of those covered by MCO except Aruba, Bermuda, Curacao and St Martin, and with the addition of Haiti. These are the borrowing members. Brazil, Colombia, Mexico and Venezuela are regional (non-borrowing) members; and Canada, China, Germany, Italy and UK are non-regional (non-borrowing) members. The bank is committed to helping borrowing member countries reduce inequality and halve the incidence of extreme poverty by the end of 2025, through supporting inclusive and sustainable growth and promoting good governance, through work in sectors including agriculture, rural development, energy, water and sanitation, and disaster risk reduction. It is committed to mainstreaming gender across all work, and its departments include a gender unit. It designs programmes with specific gender equality outcomes and supports institutions and organisations that work towards gender equality.

African Caribbean and Pacific Group (ACP)

Established in 1975, and with headquarters in Belgium, the ACP has 79 member countries, 48 in sub-Saharan Africa; 15 in the Pacific and 16 in the Caribbean. The Caribbean countries include 13 covered by MCO: Antigua and Barbuda, Belize, Bahamas, Barbados, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago; along with Cuba, Dominican Republic and Haiti. All members except Cuba are signatories to the Cotonou Agreement, also known as the "ACP-EC Partnership Agreement" which binds them to the European Union. The Cotonou agreement comes to an end in February 2020 and negotiations for a new agreement have been underway since late 2018. The Group´s main objectives are the sustainable development of its member states including establishing a more equitable world order; coordination of activities in the implementation of ACP-EC partnership agreements, consolidation of solidarity among member states and consolidating peace and stability.[76]

IV.   UN SYSTEM IN THE CARIBBEAN

The Caribbean MCO is part of the wider UNDS in the English and Dutch speaking Caribbean with a unique architecture that is currently under discussion and imminent transition based on the outcomes of the final phases of UNDS reposition and reform.

4.1 UN ARCHITECTURE AND PLANNING FRAMEWORK

At the global level, there are two additional key UN system actors relevant for the Caribbean MCO.

1. **UN Office of the High Representative for the Least Developed Countries, Land Locked Developing Countries and Small Island Developing States (UN-OHRLLS),** which is mandated to "engage in advocacy and mobilization of international support and resources for the implementation of the Programme of Action for SIDS." [77] It is also responsible for ensuring the mainstreaming of the SAMOA Pathway and coherence on SIDs issues within the UN system. It supports coordinated follow-up of the *Programme of Action for the Sustainable Development of Small Island Developing States*, advocates for SIDS within the UN system, civil society, media, academia and foundations, and supports group consultations of SIDs. The Caribbean is one of three identified locations for SIDs, with CARICOM recognized as the key regional body.

2. **UN Sustainable Development Group (UN SDG),** which is chaired by the Deputy Secretary-General and composed of representatives of the 40 UNDS entities. It acts as the key body for UNDS global coordination. The **UN Development Coordination Office (UN DCO)** acts as the secretariat for the

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[76]http://www.acp.int/node

[77]http://unohrlls.org

UNSDG at the global and regional levels and is responsible for coordinating and managing the Resident Coordinator system. It includes five UN DCO Regional Directors - including one in Panama to cover Latin America and the Caribbean – who are tasked with providing Resident Coordinators with regional-specific support.

There are UNCTs/UNST 19 UN agencies, funds and programmes operating in the region, including all Common Chapter agencies.[78]

TABLE 2. UN System Operational Presence in the Caribbean Region

UN System Operational Presence in the Caribbean Region[79]	
Agencies (10)	International Labour Organization (ILO); International Telecommunication Union (ITU); Food and Agriculture Organization of the United Nations (FAO); United Nations Aids Caribbean (UN AIDS); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Refugee Agency (UNHCR); International Atomic Energy Agency (IAEA); Pan American Health Organization (PAHO/WHO); Universal Postal Union (UPU), the World Bank.
Entities and Bodies (1)	United Nations Women Caribbean (UN Women)
Funds and Programmes (4)	United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP); United Nations Environment Program (UNEP); United Nations Population Fund (UNFPA);
Regional Commissions and Centres (1)	Economic Commission for Latin America and the Caribbean (ECLAC);
Secretariat Departments and Offices (3)	United Nations Information Center for the Caribbean (UNIC); United Nations Office on Drugs and Crime (UNODC); United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC)

At the multi-country/country level, United Nations System in the English and Dutch speaking Caribbean region is organized into five **United Nations Country Teams (UNCTs)** and one **United Nations Sub-Regional Team (UNST).** These are composed of all UN entities operating within that specific multi-country/country, including non-resident agencies. Four of the UNST/UNCTs are also UN Multi-Country Offices, while only two cover a single country.

Each UNCT/UNST is headed by a **Resident Coordinators (RC)**, who are the chief of the UN diplomatic mission in country/multi-country to which all UNCT members are accountable. The Resident Coordinators Office (RCO) is responsible for coordinating the UNCT/UNST and providing them with support. They report to the UNDCO at the regional and global level. There are five RCs in the Caribbean, with one covering two UNCTs. Each UNCT/UNST is also organized by issue, theme and/or results group to support coordination across the UNCT.

The main strategic and programmatic and coordination framework or plan for the UN System in a country or multi-country office setting was the United Nations Development Assistance Framework (UNDAF), with individual agencies contributing to the overall plan and responsible for aligning their own Strategic Notes and Country Documents to the UNDAF. During the period 2011 – 2016, each UNCT/UNST developed its own United Nations Development Assistance Framework (UNDAF) to support a coordinated UN system response in the region.

In 2015, the UN system actors met and agreed on a timeline for consolidating all 6 UNDAFs in the region into one multi-country framework with a Regional Steering Committee (composed of the 5 RCs) established to pilot the process. The result is the *United Nations Multi-Country Sustainable Development Framework* 2017 – 2021 (UN MSDF). Since 2017, the UN MSDF has been the primary document for coordinating UN system support to regional and country level goals in the English and Dutch speaking countries of the region in line with government priorities. In some UN MCOs, country implementation plans were also developed to further tailor operations to national priorities. As with the UNDAF, entities are responsible for reporting against UNDAF outcomes, in addition to their own agency level reporting.

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[78]Information on participation of non-resident agencies is not available.

http://www.2030caribbean.org

[79]http://www.2030caribbean.org

TABLE 3. UNCTs and UNST in the Caribbean

UNCT/UNST	Countries	Resident Coordinator/UN MCO	MSDF	Previous UNDAF
UNCTs and UNST in the Caribbean[80]				
UNST for Barbados and the Eastern Caribbean (10 countries)	Anguilla, Antigua and Barbuda, Barbados, the British Virgin Islands, the Commonwealth of Dominica, Grenada, Montserrat, the Federation of St. Christopher (St. Kitts) and Nevis, St. Lucia, and St. Vincent and the Grenadines	1 Resident Coordinator/MCO	Yes	Yes, 2012 – 2016; no evaluation found
UNCT for Belize (1 country)	Belize	1 Resident Coordinator covers Belize and El Salvador/MCO	Yes	Yes, 2013-2016; evaluation available
UNCT Guyana (1 country)	Guyana	1 Resident Coordinator	Yes	Yes, 2012 – 2016; evaluation available
UNCT Jamaica (5 countries)	Bahamas, Bermuda, the Cayman Islands, Jamaica, Turks and Caicos	1 Resident Coordinator/MCO	Only Jamaica	Yes, 2012 – 2016; evaluation available
UNCT Surinam (1 country)	Surinam	1 Resident Coordinator covers UNCT Surinam and UNCT Trinidad and Tobago/MCO	Yes	Yes, 2012 – 2016; mid-term review available; best practices; no evaluation found
UNCT for Trinidad and Tobago (4 countries)	Aruba, Curacao, Sint Maarten, Trinidad and Tobago			Yes, 2014-2014; no evaluation found

The MSDF is anchored in the SDGs and fully mapped and aligned with other significant international and regional development frameworks (e.g. SAMOA Pathway, CARICOM Strategic Plan, etc.), international human rights commitments (e.g. CEDAW, etc.) and national plans. It outlines how results will be achieved jointly in 18 of the 22 countries[81] covered by the UNST/UNCTs, but excludes the Bahamas, Bermuda, Cayman Islands, and Turks and Caicos.[82] The UNMSDF identifies four priority areas and eight outcome statements (see Table 4 below). While the UN MSDF priorities do not explicitly identify gender issues, GEWE is mainstreamed as a core principle across the UN MSDF, along with human rights, youth, environmental sustainability, the development of national capacity, and data and information to increase evidence-based decision-making – the latter considered a priority cross-cutting issue. The UN MSDF priorities emphasize equitable and universal (access) and the need to address marginalized groups, explicitly identifying women, children, youth, older persons, and persons with disabilities.

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[80]http://www.2030caribbean.org; discussions are underway that may move Suriname under UNCT Guyana.

[81]Antigua and Barbuda, Aruba, Barbados, Belize, British Virgin Islands, Commonwealth of Dominica, Curacao, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Sint Maarten, Suriname, and Trinidad and Tobago

[82]The document does not explain why these four countries are not part of the MSDF. They are covered by the UN MCO in Jamaica, but they are not mentioned in the Jamaica 2012-16 UNDAF evaluation.

TABLE 4. UN MSDF

UN MSDF	
4 PRIORITY AREAS	**8 OUTCOME STATEMENTS**
AN INCLUSIVE, EQUITABLE AND PROSPEROUS CARIBBEAN • promoting social and economic inclusion in an equitable way through access to education, decent work opportunities, • the promotion of entrepreneurship, and improved social protection. • economic development from a human centered perspective that can respond to the specific factors that have affected the ability of the Caribbean to remain competitive, taking into consideration issues such as brain drain and limited fiscal space to support technological innovation.	• Access to quality education and life-long learning increased, for enhanced employability and sustainable economic development • Access to equitable social protection systems, quality services and sustainable economic opportunities improved
A HEALTHY CARIBBEAN • addressing environmental factors such as access to safe water and food safety. • strengthening the ability of the state to provide universal access to quality services and healthy nutrition as well as to the knowledge needed for prevention of disease, including Non-Communicable Diseases (NCDs). • action on Sexual and Reproductive Health (SRH) and HIV/AIDS and related stigma and discrimination • promote sustainable agricultural production for improved health outcomes. • a human rights approach for equity.	• Universal access to quality health care services and systems improved • Laws, policies, and systems introduced to support healthy lifestyles among all segments of the population
A SAFE AND JUST CARIBBEAN • insufficient citizen security restricts the people of the Caribbean to live full and productive lives. • impact especially on women, youth, children and other vulnerable groups. • conditions that will promote security and rule of law as well as addresses the root causes that perpetuate violence, including attitudes, vulnerabilities and lack of access to justice. • adhere to international, regional and national commitments to ensure that all persons can live free from harm within the public and private spheres.	• Capacities of public policy and rule-of-law institutions and civil society organisations strengthened • Equitable access to justice, protection, citizen security and safety reinforced
A SUSTAINABLE AND RESILIENT CARIBBEAN • support the Caribbean in addressing the effects of climate change on livelihoods, especially those who are most vulnerable. • strengthening institutional and community resilience in the Caribbean in terms of natural resources management, the protection and sustainable use of terrestrial, coastal and marine ecosystems, renewable energy systems, and inclusive and sustainable societies. • an integrated approach to the sustainable use and management of natural resources.	• Policies and programmes for climate change adaptation, disaster risk reduction, and universal access to clean and sustainable energy in place • Inclusive and sustainable solutions adopted for the conservation, restoration, and use of ecosystems and natural resources

4.2 UN REFORM

The current phase of UNDS reform began in response to a 2016 UNGA Resolution on the Quadrennial Comprehensive Policy Review (2016)[83] which the United Nations Secretary-General (UNSG) responded to in his 2017 report that initiated a wide-ranging reform effort to reposition the UNDS at all levels to better deliver on the 2030 Agenda for Sustainable Development. [84] Below are some of the key elements of the reform process at the global, country-level which were mostly in place by the end of 2019, with some expected to be finalized by the end of 2020.

System-wide Strategic Document (SWSD)

Finalized in July 2019, it defines the intent of the UN system at all levels to "best support member states in achieving their nationally defined priorities" in the context of the 2030 Agenda and to ensure that no one is left behind. It provides coherence regarding the overall approach of the UNDS and the UN reform elements that are to be reflected in Cooperation Frameworks.[85]

Management and Accountability Framework (MAF)

It will guide the management, oversight responsibilities and accountability within the UNDS at all levels. It is a key aspect of the revamped Resident Coordinator system and the new generation of UNCTs and new accountability lines between the RC and the UNSG, the RC and UN entity heads, and UNCTs and host governments.

Funding Compact

A partnership that builds greater trust between Member States and the UNDS in support of reform efforts. Governments have committed to provide the type of funding that allows the UN to deliver results by providing more predictable and long-term support (e.g. increase in core resources, pooled funds, multi-year funding, etc.). In return, UN entities have committed to provide greater clarity and accountability on "what they do, how they use resources, and the results they achieve on the ground" as well as "to work more systematically together and deliver on common objectives, while being more efficient."[86] Multi-Donor Trust Funds have emerged such as the SDG-Fund, the Spotlight Initiative, and the Peace Building Fund as avenues to provide multi-year pooled funding.

System-Wide Evaluation Policy (SWE)

In 2019, work began to develop a new system-wide evaluation policy (taking into account lessons learned from the 2013 Policy for Independent System-Wide Evaluation) that is expected to complement agency-specific evaluation and respond to the commitment in the Funding Compact to "increase collaboration on joint and independent system-wide evaluation". The policy is expected to be approved in 2020 to guide the conduct of system-wide evaluation at the country, regional and global levels and establish the architecture for a system-wide evaluation function. The evaluation of Cooperation Frameworks, including the MSDF evaluation, will be governed by this new policy.

Sustainable Development Cooperation Framework

UN Sustainable Development Cooperation Framework (Cooperation Framework) replaces the United Nations Development Framework (UNDAF) as the primary instrument for UNDS collective planning and implementation of activities at country level. It is driven by country needs and priorities against which the UNDS response and presence on the ground is tailored to improve coordination, efficiency and transparency. Guidance for the Cooperation Framework has been developed and a new joint reporting mechanism (UN INFO) has been established.

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[84]See *Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All (A/72/684–E/2018/7)* and *General Assembly Resolutions A/RES/72/236* and *A/RES/72/279*.

[85]The United Nations System- Wide Strategic Document (SWSD) to support the implementation of the 2030 Agenda for Sustainable Development (10 July 2019).

[86]UN Funding Compact summary.

Common Chapter of the Strategic Plans of UNDP, UNFPA, UNICEF, UN Women

A reform effort at the entity level that was requested by the Executive Board members as a means to improve collaboration among the four New York-based agencies and to increase accountability for common results at the level of SDG indicators. The four agencies are expected to "plan together", "implement programmes together differently", "enhance multi-stakeholder partnerships"[87] and "enhance efficiency together" in six key identified areas of collaborative advantage.[88]

Regional and Multi-Country Reviews

With the country and global levels of the reform mainly complete, the UNSG shifted focus to the regional and multi-country levels both of which underwent separate review processes to inform decision-making on way forward. Decisions are expected to be taken May 2020 ECOSOC operational session with implementation to be finalized by the end of 2020. At both the regional and multi-country level, consultations remain underway with Member States to finalize the UN's regional and multi-country offer.

- At the **regional level**, five areas were identified as critical for repositioning the regional level: 1) UN Regional Collaborative Platforms to foster collaboration across the UNDS at regional level, 2) knowledge management hubs pooling together policy expertise scattered across entities, 3) enhanced transparency and RBM at the regional level and annual report on regional system-wide results, 4) change management process to consolidate capacities around data and statistics and 5) identifying administrative services that could be more efficiently run by regional offices through common back offices.[89]

- At the **multi-country level**, the UNSG report A/74/73–E/2019/14 to ECOSOC made recommendations on the repositioning of UN MCOs after which the UNSDG Inter-Agency Working Group was established to consult with the concerned Member States for enhancing the UNDS offer to likely include: 1) developing or updating entity-specific offers/programmes, 2) revising entity resource allocation models, 3) developing and implementing country implementation plan, 4) strengthening policy and technical capacity at all levels to address SIDs issues (e.g. SIDs focal points in agencies), 5) establishing Priority Theme Groups around challenge areas (e.g. climate change, access to finance, etc.) linked to issue-based coalitions at regional level, 6) establish Innovative Finance Facility to improve strategies for SDG financing and 7) reinvigoration of the RCOs in MCOs with 5 core positions (for strategic planning, economics, monitoring and reporting/data management, partnerships and communications), plus increased allocations for operations and travel compared to country-level RCOs. In the Caribbean region, specific changes proposed are:
    - Addition of a P4 for regional coordination in the Barbados MCO who will support RCs and Regional DCO Directors to build better partnerships and synergies with intergovernmental regional and sub-regional organizations
    - 7 new outposted Coordination Officers located in Antigua and Barbuda, Bahamas, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines to act as the primary UN coordination focal point supporting a coherent and integrated approach by UNDS agencies.
    - Additional allocation 25,000 per country/territory covered by each MCO to address geographies that lead to costly and time-consuming travel, population size that is small

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[87]The common chapter does not provide a single definition for the term "multi-stakeholder partnerships". The common chapter does not define this. The evaluation team has considered partnerships that are beyond the UN and the government. Therefore, any partnerships that includes at least three types of stakeholders would be multi-stakeholder (ex. NGOs, CSOs, donors, academia).

[88]The six areas of collaboration are: 1) eradicating poverty, 2) addressing climate change, 3) improving adolescent and maternal health, 4) achieving gender equality and the empowerment of women and girls, 5)ensuring availability and use of disaggregated data for sustainable development, and 6) peacebuilding and sustaining peace in conflict and post-conflict situations.

[89]Repositioning the regional assets of the UNDS to better service the 2030 Agenda for Sustainable Development: An update to Member States (27 January 2020)

but nonetheless requires dedicated attention, and vulnerability to external shocks (financial, environmental).[90]

V.   UN WOMEN

In July 2010[91], the United Nations General Assembly established UN Women[92] as part of the overall UN reform agenda. UN Women's establishment consolidated the organization's resources and mandates on gender equality and women's empowerment (GEWE) by bringing four pre-existing entities[93] together for greater impact. The founding GA resolution called on UN Women to have a unique composite mandate that includes:[94]

1) n*ormative work*: to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
2) *operational work*: to help Member States to implement international standards and to forge effective partnerships with civil society; and
3) *coordination work*: to work to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships. This mandate aims to support UN Women to provide universal coverage and have strategic presence at the country/multi-country level, while also generating closer linkages between the norm setting inter-governmental work and operations work at the field level and the strengthening of coordination for accountability on GEWE issues at all levels. UN Women is a member of the UN SDG and its Executive Director is an Under-Secretary General of the United Nations.

5.1 CHANGE MANAGEMENT

UN Women began a formal change management process in 2018 that is still underway. The goal of the change management process is to adjust its structures to become a stronger, more focused and sustainable organization. The need for such reform has been informed by both external and internal evaluations, which have shown that change is necessary to ensure that UN Women is able to deliver on its mandate. UN Women will strategically strengthen its governance structure and presence in the field, in order to reduce fragmentation and allow all the offices to perform to the same high standards. Concretely, right-sizing of the organization will mean a restructuring of some divisions to remove duplications and silos, as well as a decentralization process from headquarters to the field, in order to increase capacity in regional and country offices; increasing some offices, reducing others and closing some. The change management process is expected to take approximately two years. Among the changes already being implemented, at the HQ level, the portfolios of the Deputy Executive Directors have been revised to ensure a new strategic division of labour. A new Strategy, Planning, Resources and Effectiveness Division was created, which will help to strengthen UN Women's strategic planning by defining a clear set of priorities. Likewise, the merged Policy and Programme Division is undergoing a transformation process to better integrate the various areas of work and enhance programmatic focus based on UN Women's comparative advantage. Additionally, a new decision-making body, the Business Review Committee (BRC), will be responsible for operational and corporate decision-making, complementing the Senior Management Team in advising the Executive Director. At the regional, multi-country and country level, programme presence offices have been initially identified for

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[90]MCO Review: Update to Member States (27 January 2020)

[91] UN Women was not operational until January 2011.

[92] United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.

[93] The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM)

[94] Based on "About us" accessed on www.UNWomen.org , 18 Nov. 2013

right-sizing, with 3 country offices and 16 programme presence offices identified for closure. In the Americas and the Caribbean region 1 CO (Paraguay) and 3 Programme Presence Offices (Costa Rica, Uruguay, and Dominican Republic).

5.2 CORPORATE LEVEL

Architecture

UN Women's global headquarters are located in NY and organized around three main pillars composed of the Policy and Programme Bureau; the Strategic Partnerships, Coordination, and Inter-Governmental Support Bureau, and a Management and Administrative Division.[95] The Executive Director's Office provides overall strategic planning and oversight to all functions, and as of 2019 was supported directly by the Human Resources Unit, the Internal Evaluation and Audit Service, and the Legal Office. The HQ functions also support the operationalization of UN Women's Strategic Plan in the field through its regional architecture, which is composed of 6 Regional Offices - Arab States, Asia Pacific, Eastern Europe and Central Asia, Eastern and Southern Africa, Americas and the Caribbean, and West and Central Africa. Under regional offices, UN Women has established 6 Multi-Country Offices (MCO), 48 Country Offices and maintains a programme presence in an additional 28 countries. It also maintained 5 Liaison Offices and the UN Women Training Center (formerly INSTRAW) was located in the Dominican Republic, which although located in the Caribbean region, reported directly to NYHQ. The center is in the process of relocating to the NYHQ as of 2019.

UN Women also administers two global funds. The UN Trust Fund Violence Against Women (EVAW TF) was established by the UNGA in 1996. It awards grants to non-governmental organizations, governments and UNCT initiatives that are working to prevent violence against women and girls, improve access to services and strengthen implementation of laws, policies and action plans. Over the years, it has awarded 128 million to 462 initiatives in 139 countries. It's secretariat staff are all located in NYHQ. The Fund for Gender Equality (FGE) was established in 2009 to support national, women-led civil society organizations in their work towards women's economic and political empowerment. Based on principles of accessibility, trust, women's ownership, it aimed to transform financing from diverse donors into high-impact initiatives by women-led organizations. It has strengthened the capacity of 131 organization and delivered USD$ 65 million in grants to 121 projects in 80 countries. Ninety-seven percent of its projects worked with at least one category of vulnerable groups, with 70 per cent involving two or more. Its secretariat is located in NYHQ, but the FGE also had monitoring and reporting officers in each UN Women Regional Office. The FGE is currently in transition to an as yet to be decided new model.

In 2014, UN Women's overall budget was US$315M, far less than the US$500M estimated it needed to effectively implement its mandate in 2011. UN Women has faced challenges in terms of resource mobilization only achieving its estimated minimum budget requirements in 2019 with US$503M. The result has been human resource capacity constraints among other issues that (coupled with UN Reform) have necessitated the change management process. It's workforce includes 2,910 persons, with only 1,133 of these staff positions.

Corporate Strategic Plans

UN Women's first two Strategic Plans (2011 – 2013), (2014 – 2017) outline its work towards six thematic impact areas as part of its Development Results Framework (DRF) [96]:

1. Women lead and participate in decision-making at all levels[97];
2. Women, especially the poorest and most excluded, are economically empowered and benefit from development;
3. Women and girls live a life free from violence;
4. Peace and security and humanitarian action are shaped by women's leadership and participation;

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[95] Please see UN Women Organigram
[96] See Annex 1, Development Results Frameworks 2011 – 2013 and 2014-2017
[97] In UN-Women's Strategic Plan (2011-2013) the wording of this impact area was slightly different: "to increase women's leadership and participation in the decisions that affect their lives''.

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5. Governance and national planning fully reflect accountability for gender equality commitments and priorities;
6. A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by Governments and other stakeholders at all levels.

It's third – and current – Strategic Plan 2018 – 2021 saw a slight shift in the outcome areas in its Integrated Results and Resource Framework:

1. A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented
2. Women lead, participate in and benefit equally from governance systems
3. Women have income security, decent work and economic autonomy
4. All women and girls live a life free from any form of violence
5. Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

Flagship initiatives were introduced during the 2014 – 2017 Strategic Plan period, which aimed to support prioritization of work into identified key areas for which global theories of change were developed to support programming towards the initiative at all levels. In addition, two corporate strategies were introduced on Knowledge Management and Disability Inclusion during the 2018 – 2021 Strategic Plan period.

5.3 AMERICAS AND THE CARIBBEAN REGION

The UN Women Americas and the Caribbean Regional Office (ACRO) is one of the 6 UN Women Regional Offices. It covers 13 Country Offices/Programme Presence Offices which are mainly Spanish speaking (apart from Brasil and Haiti) and the Caribbean MCO which is English speaking. ACRO is responsible for providing oversight and support to the countries it covers, but it also implements programmes and initiatives at the regional level. Key documents include the Strategic Note and AWP (2012 – 2013), Strategic Note (2014-2017) and Strategic Note (2018 – 2019). With a budget of US$7.1M in 2019, it had 49 personnel, with 25 of these staff positions. In addition to a Regional Director and Deputy Regional Director, ACRO is currently staffed with 7 thematic and functional specialists/advisors and additional operations and support staff that provide support to the COs/MCO it covers.

TABLE 5. ACRO Regional Specialists/Advisors

ACRO Regional Specialists/Advisors	
a)	Peace, Security and Humanitarian Response Policy Advisor (2019)
b)	Governance Policy Specialist (2018); PP Specialist prior to 2018
c)	Ending Violence Against Women Policy Specialist (since 2011)
d)	Women Economic Empowerment Policy Specialist (2012)
e)	Normative, Intergovernmental and Civil Society Programme Specialist (2014)
f)	Planning and Coordination Specialist (2011)
g)	Regional Evaluation Specialist (since 2011)

5.4 CARIBBEAN MULTI-COUNTRY OFFICE (2011 – 2019)

Strategic Notes/AWPs

The MCO has articulated its strategic objectives and intended activities in order to achieve them in results frameworks created for each of its Strategic Notes 2011-13[98], 2014-17 and 2018-21. These demonstrate some consistency across thematic areas of work, but also some significant changes, especially in terms of more prioritized and focused plan meant to adapt to the changing needs and circumstances of the MCO, the regional context and UN Women.

As the office transitioned from a Sub-Regional Office under UNIFEM in 2010 to a UN Women Sub-Regional Office in 2011, it took on an ambitious programme, listing 28 outcomes and 52 outputs in its initial Annual Work Plan (AWP). There was at that time an emphasis particularly on Women's Leadership and Participation (5 outcomes, 11 outputs); and Governance and National Planning/HIV-AIDS (6 outcomes, 10 outputs).[99] By the time of the 2012 SN mid-term review, the office had taken a decision to be more proactive in women's economic empowerment, with a focus on women entrepreneurs, women in agriculture and domestic workers. EVAW and WPS/HA also saw significant objectives, with the 2012 formulation expressing a focus on the justice system, working with men and community engagement.   This SN-AWP 2012 document also saw a significant reduction in the number of outcomes and outputs targeted (reduced to 13 and 24 respectively).

The 2014-17 Strategic Note saw a shift from a sub-regional office to a multi-country office and a further significant focusing of the programme into 8 outcomes across the 4 thematic areas of WLP, WEE, EVAW and GNP/HIVAIDs, derived from the global UN Women Strategic Plan (2014 – 2017). These were supported with 12 outputs, measured by 36 indicators. The WPS/HA and Global Norms outcome areas were not included in the results framework in this SP, although core work to progress UN Women's normative mandate was continuing. The WEE thematic area was more sharply focused on poverty reduction through social protection, with a shift in 2016 away from domestic workers [100] and towards women in agriculture. The EVAW work saw a focus on preventive strategies through work on gender norms and behaviours.

The 2018-21 Strategic Note saw a further focusing of objectives into 5 outcomes and 12 outputs measured by 13 indicators, and spread across the WEE, EVAW, WPS/HA (actually DRR) and global norms workstreams. Further streamlining of the programme had been seen as necessary in the context of resource mobilization constraints associated with working in a heavily indebted middle income region.[4] This was also the first SN developed following the 2030 Agenda and the development of the UN MSDF (see section on UN Context) which was used as a framework for the design of the SN 2018-21. MCO's Global Norms Outcome 1 is seen as responding to all 4 of the MSDF Priorities; WEE Outcomes 2.1 and 2.2 respond to the MSDF Priority **An Equitable and Inclusive Caribbean**; EVAW Outcomes 3.1 and 3.2 relate to MSDF Priority **A Safe, Cohesive and Just Caribbean**; and DRR Outcome 4 is related to MSDF Priority **A Sustainable and Resilient Caribbean.**

The 2018 SN Narrative explains that the WLP portfolio was stalled for this SN due to challenges in taking it forward, alongside a desire to focus the SN more strongly on marginalised and vulnerable populations. This workstream was seen as partially continuing through the broader normative work with formal institutions such as Parliaments and knowledge exchanges such as South-South dialogues. The transition to the current SN also saw the identification of key modalities through which work would be focused: an explicit move away from mini-grants, alongside attempts to be more strategic about cost sharing; and a focus on integrated policy advice; capacity development; technical assistance and UN Coordination.[5] The MTR for the previous 2014-17 SN and other evaluation exercises and preparations for the new SN had seen the identification of the MCOs comparative advantage in roles as coordinator; innovator and knowledge broker;

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[98] In 2011, the MCO developed a one-year annual workplan. The Strategic Note was developed at the end of 2011 and covers only 2012-2013. However, in this report we refer to the full period of 2011 – 2013 to indicate both the 2011 AWP and the 2012 -2013 Strategic Note.

[99] The Un Women global Strategic Plans 2011-13 and 2014-17 each presented a framework of 6 priorities / outcome areas; in the 2018-21 these were rearranged into 5 impact areas.

[100] Due to lack of engagement with MCO on this by ILO and government partners (Cover Note 2016 AWP)

convener; it terms of its sub regional and multidisciplinary approach with a gender lens specifically in relation to access to justice programming; and in its general gender expertise.[6]

Cumulatively over the nine-year period, these frameworks have resulted in a consistent body of work across the whole period by Caribbean MCO in WEE and EVAW. While the GNP/HIVAIDs outcome area was a focus of work for the 2011-17 period, in the UN Women Global SP 2018-21, this area of work was no longer an explicit Outcome, with governance work seen to continue under the umbrella of the Global Norms impact area. Likewise, the 2018-21 Outcome 1.1 under Global Norms has a continued focus on gender responsive governance, previously brought together under a separate Impact 5. The WPS/HA (DRR) workstream saw a focus in 2011-13, a gap in the 2014-17 SN, although Hurricane Irma in 2017 saw the (unplanned) joint UN emergency response in which Caribbean MCO was a partner. There has been a renewed focus on DRR from 2018 (through the EngenDER Joint Programme).

Theory of Change

The earlier strategic notes 2011-13 and 2014-17 did not use an explicit Theory of Change (ToC). The SN 2018-21 includes Theory of Change statements [101] both at the whole programme level and for each of the four Outcomes identified in the results framework. This SN states a fundamental emphasis on strengthening the normative framework in the region as a means of tackling the root causes of gender inequality whilst concentrating on economic empowerment for the most vulnerable, preventing and providing improved services to women and girls victims of violence, and building resilience.

Figure 2 below presents these 2018-21 ToC statements in visual form, while also re-constructing some of the implied causal pathways. As depicted, the work on Global Norms was expected to focus on making gender equality tools, standards and approaches available to CARICOM governments and civil society groups, and then to strengthen the skills of these stakeholders for using these. This work on global norms is seen both as directly contributing the overall outcome of "*more effective, integrated and implemented gender responsive, inclusive and sustainable growth, citizen security and climate resilient plans and programmes*" while also providing a supportive cross-cutting contribution via the other work streams.[102] Similarly, the work on enhancing data and statistics is seen as located in the integrated normative support work and as benefiting all other SN outcomes.

The WEE workstream sets out to activate two separate causal processes:

A focus on women farmers – specifically low income, smallholder farmers – to increase their access to climate resilient productive resources, and addressing financial institutions to provide more accessible financial products for this group. Bringing these initiatives together around the notion of climate resilience recognises the environmentally vulnerable context of the region and creates synergies with work in the DRR workstream.

A parallel focus on private sector organisations with work to eradicate discrimination and use the Women's Empowerment Principles (WEPs) to draw the attention of these organisation to gender issues. These activities are seen as resulting in more gender responsive strategies on the part of these companies, thereby to widening the business spaces for women to thrive and contributing to women's expanded economic opportunities and influence.

In the EVAW work stream, activities set out to:

a. Increase the ability and willingness of community members to prevent violence against women, thereby contributing to an enabling environment for no tolerance for GBV. At community level, the work specifically aimed to include marginalized groups.

b. Work at institutional level to support / catalyse this change in tolerance of VAW

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[101]

[102] UN Women's normative mandate is understood as being encapsulated in this workstream, although some platforms are not mentioned – including work around CEDAW, the UPR and CSW. Note that the function of UN Women's coordination mandate is not included in this narrative or depiction

   c. Work with government to enhance implementation of the NAPs on GBV to ensure quality essential services for survivors of violence.

The institutional work on attitudes and policy implementation is seen as enhancing the capacity of providers to provide these services, and all together these changes will contribute to increased trust in these services and less impunity for VAW.

The DRR/ climate resilience work is focused on strengthening institutional mechanism with the regional organisation CDEMA to enhance gender responsiveness, alongside enhancing capacity of national level gender machineries and CSOs to shape DRR decision making processes. The resulting enhanced tools to integrate gender responsive strategies by NDOs and CSOs will lead to an increase in gender responsive disaster preparedness, prevention and response, and the increased participation of women in building and benefiting from disaster preparedness.

FIGURE 2
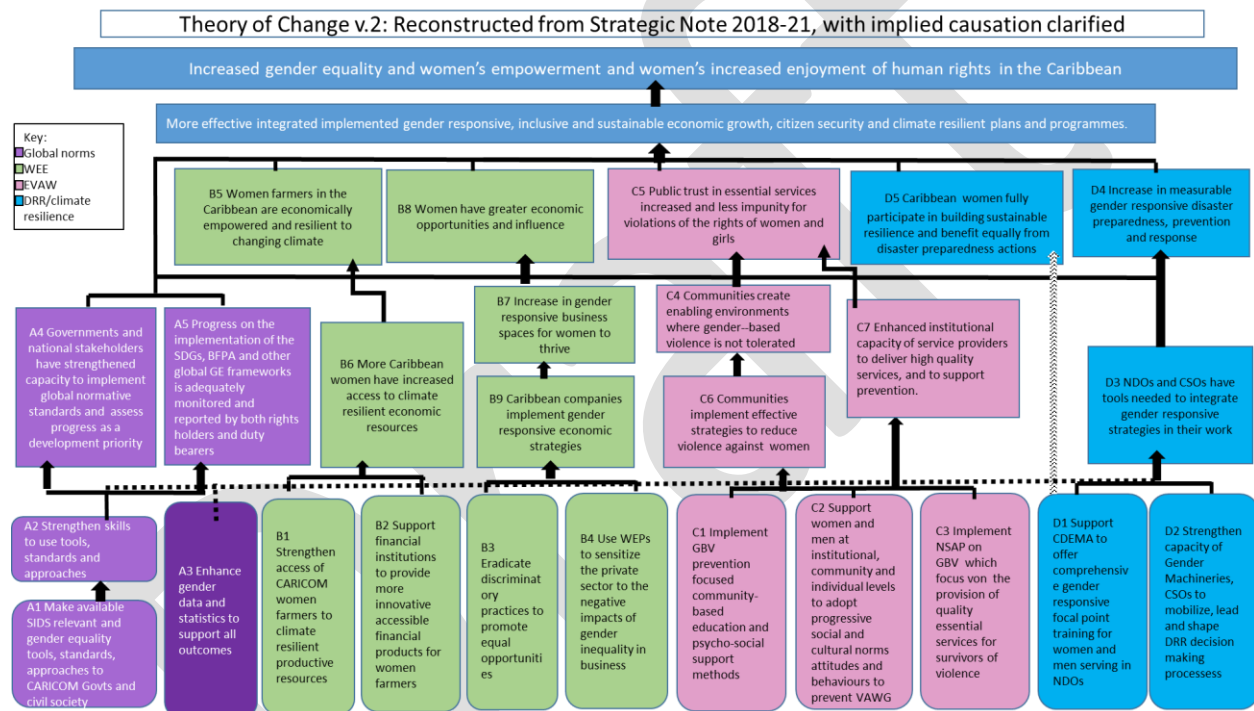
Parts of the ToC are seen as specifically targeting or addressing marginalized groups. This is evident in part of the WEE strategy – in which women farmers are targeted for better access to climate resilient economic resources, and in the community-based work under EWAW. The work with women farmers focused on low income and smallholder farmers; and the community EVAW work setting out to include vulnerable groups. The SN notes a particular focus on women-headed households with children, women survivors of violence, and rural women, and notes intersectional issues of class, ethnicity and disability.

Risk across the ToC

A Risk Register was developed in 2015 and the SN narrative in 2017 adds to the dimensions of risk identified. An 'Overview Caribbean MCO' document (2019) also comments on these risks.

In combination, these documents identify the following risks:

   a. Resource mobilization constraints due to high/high middle-income status and high levels of competition for limited available donor funds.

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b. Political changes and national election cycles in all countries, which can result in slow down of programmes and stepping back from earlier commitments.
   c. Natural disaster and climate change which can impact programming / interrupt fund streams as well as risk 'gender' being relegated as a 'soft' issue.
   d. Increasing poverty and crime accompanied by increasing conservatism in the region, including evidence of a 'backlash' towards the women's movement and gender equality.
   e. Human resource limited by small office size in a context of high demand for gender technical expertise across the 22 MCO countries.
   f. Large number of regional organisations who are both potential donors and implementing partners, accompanied by reduction of buy in by member states and concerns about an 'implementation deficit' of these organisations.

Internally, the office also sees risks in the limited visibility of MCO work;[16] the overall UN Reform and UN Women change management processes; and the challenge of teamwork given high levels of regional travel by programme staff.

Programmes, Projects and Activities

The Caribbean MCO has implemented its Strategic Notes and Annual Workplans through formal programmes and projects, as well as ad hoc and/or informal activities and initiatives. Based on the information available to the evaluation team, a total of 48 programmes and projects were identified, including 3 UNTF-EVAW grants and 4 FGE grants. These have been distributed across the thematic areas as shown in Figure 3.

FIGURE 3
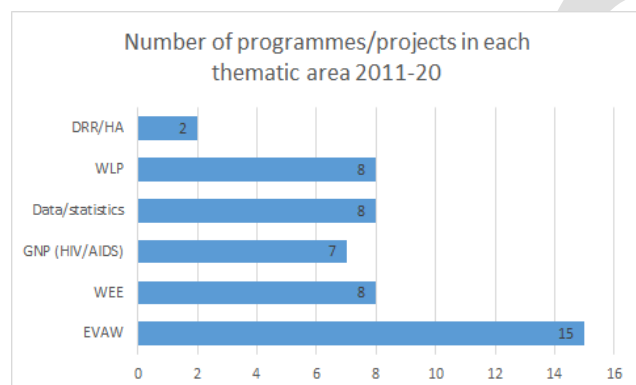
At least six of these initiatives are cross-thematic, including activities or core approaches that address, for example, women farmers' economic empowerment and climate change preparedness; women's leadership and economic empowerment; VAW issues in the context of disaster response; and gender responsive budgeting for social protection.

FIGURE 4
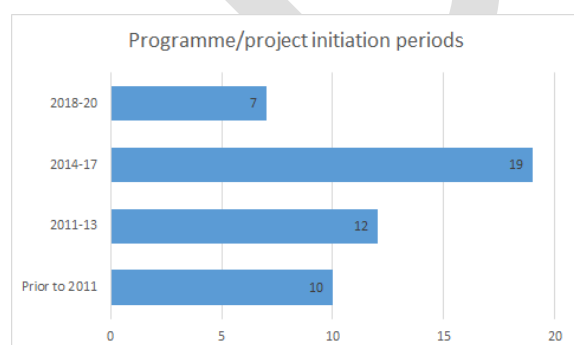
As shown in Figure 4, 10 programmes and projects were initiated under UNIFEM prior to the transition to MCO under UN Women. Of the projects initiated in 2018-20, three began implementation only at the end of 2019/ early 2020. Figure 5 shows that a comparable number of projects have also closed / ended over the same periods, and that 4 programmes are still current in early 2020.

FIGURE 5

Programme/project closure periods
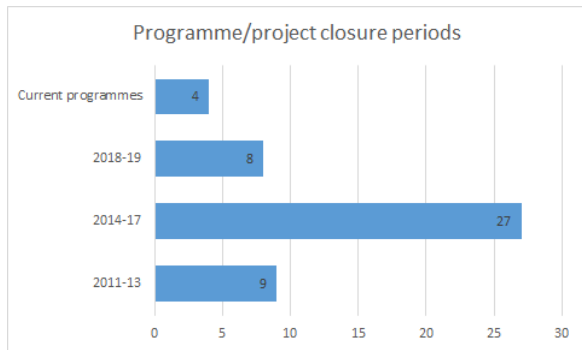
Most project activities take place in partnership with specific countries, although some work takes place through regional organisations. Figure 6 shows how far each country has been specifically engaged in projects, based on information analysed.

FIGURE 6

Figure XX: Engagement in projects-programmes by country

Joint Programmes and Initiatives

FIGURE 7
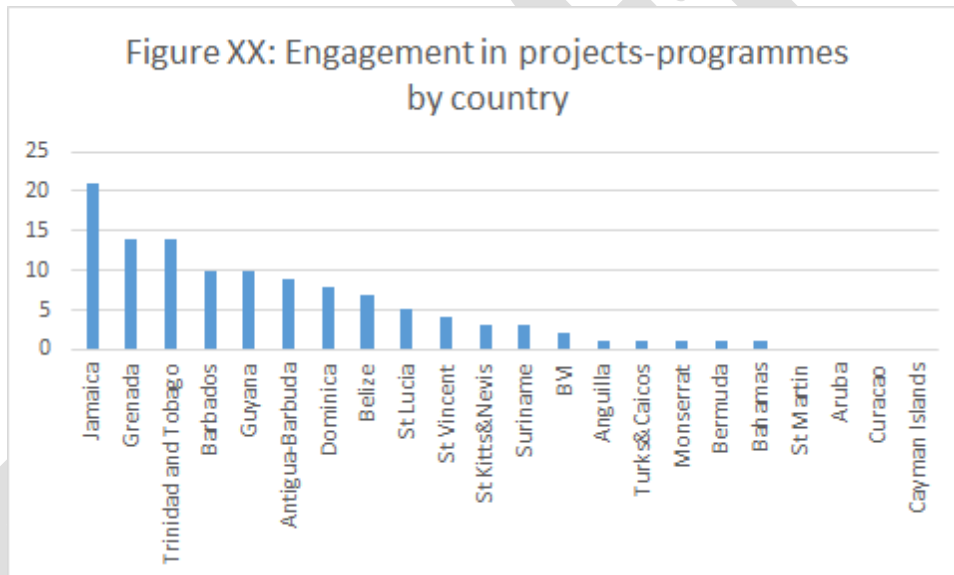
As of early 2020, UN Women has been engaged in 11 joint programmes and initiatives with UN entities, which now make up the bulk of its portfolio. These have been mostly in the WEE and GNP areas of work, as shown in Figure 7. Beginning in 2019/20, thematic areas addressed through joint programmes also include DRR and EVAW. Cumulatively these JPs since 2017 have brought MCO into operational coordination with UNICEF, UNDP, UNOCHA, ILO, WFP, ECLAC, OHCHR, PAHO, and FAO (See Annex 2)

Joint programmes and initiatives and thematic areas

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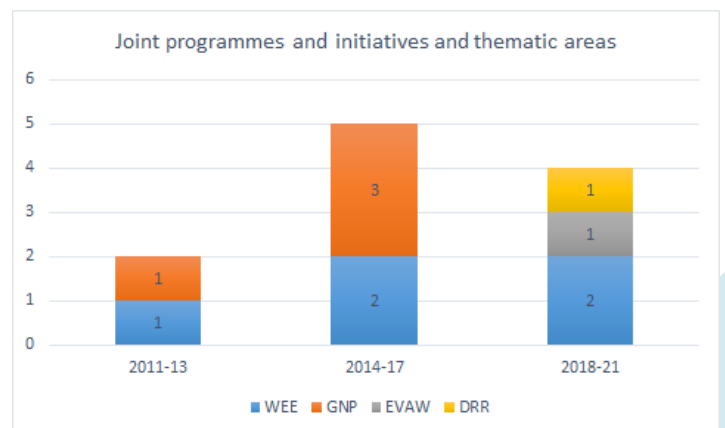
Table 6: PROGRAMME TIMELINE

Colour Key:

COLOUR CODE	EVAW	WEE	WLDM	Normative/- GNP	Data	DRR

Blue lettering indicates not clear how far this constitutes a 'project' – not included in Programmes and Projects list

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
PFP Partnership for Peace (2005-12)			UNTF Jamaica – VAW and HIV/AIDS								
			UNTF Antigua Barbuda – Implementation of NAP				Foundations				
Access to Justice						JURIST					
Strengthening State Accountability and Community Action (2008-12)		Strengthening prevention approaches to GBV (Maria Holder Trust)				UNTF Guyana – Safer Schools					
	Social mobilization for prevention of VAWG		Social mobilization to End GBV in the Eastern Caribbean (supporting Implementation of NAPs)						Spotlight Caribbean JP UNDP UNICEF UNFPA		
Access to Justice NAPs			JP Jamaica – implementation of the NAP (Access to Justice)								
Network of men advocates on GE (CARIMAN)			Sexual violence and STIs on campus								
Multi-media approaches for UNiTE campaign				HeforShe							
UNTF Grenada – Legislative and Policy Reform											
The Way Out (2010-13) - FGE											
Transformational Leadership (2009-13)				Political Parties	Parliamentarians SDGs consultation						
Parliamentary Leadership Political Parties								WIN WIN (JP ILO LA Regional)			
		Transformational Leadership TnT - FGE									
		PowHerhouse Jamaica - FGE									
	Gender sensitive social protection		Social Protection on FHHs in Eastern Caribbean (JP UNICEF)			Gender+child responsive social protection JP UNICEF		Building effective resilience JP FAO ILO UNDP)			
	Green livelihoods and entrepreneur opportunities					Irma response		EnGenDER (JP UNDP WFP CDEMA)			
	Domestic Workers – Decent Work Mou ILO										
Research + policy –paternal responsibility childcare											
		Social Protection Enhancing Equity JP UNCEF UNDP ILO									
HIV Coalition (2009-13					GEI Pilot - CARICOM						
	Gender audit		CARICOM regional model for prevalence surveys	Women's Health survey Jamaica		CARICOM ToT (CDB JP UNDP)					
Gender mainstreaming HIV/AIDs (2009-13)						Grenada Prevalence Survey (JP UNDP IDB)					
TIDES HIV/AIDs (2010-16)							Trinidad and Tobago Prevalence Survey (IDB)				
	GNP+HIV/AIDS				Gender responsive citizen security (UNDP JP)		Guyana Prevalence Survey pilot (JP UNDP IDB)				
Secretariat to Coalition of Women and Girls - WLWHIV			Jamaica NAP on GBV / T and T: National Gender Policy				Normative Frameworks				
			Multidimensional poverty indicators								

Programmatic and Operational Strategies

Advocacy

With a trusted reputation among CARICOM, OECS, OAS, Governments, CSOs and academia, the Caribbean MCO is seen as the primary convener and source of advocacy support on gender equality and women's empowerment.[103] The MCO acts as a facilitator and promoter of the next generation of advocates and activists. In the SN 2011 – 2013 period, the MCO supported the creation of a network of men advocates as partners for gender equality and developed a variety of multimedia advocacy approaches in support of the UNiTE campaign to end violence against women. In addition, participation and representation at key national and regional meetings to articulate challenges and opportunities for meeting gender equality goals and support national women's machineries and women's organisations participation at critical meetings was a cross-cutting strategy. Emphasis was on policy-oriented advocacy at both the inter-governmental level through CARICOM as well as to key national entry points in the areas of UN Women programming.

Based on the 2016 Annual Report, to address GBV prevention, in addition to engaging innovative approaches such as "theatre in education" methodologies, informal dialogues in non-traditional spaces like barbershops, hair salons, and community cultural events and festivals, the MCO incorporated advocacy with radio and talk show personalities and capacity building of community advocates. These initiatives incorporated HeforShe and the UNiTE Campaign into their work as well as the use of psycho educational prevention toolkits for young men and women produced by UN Women. In Jamaica, UN Women also supported the establishment of a network of women, children, HIV, and LGBTI NGOs to advocate for revisions to the Sexual Offenses Act. In the area of WEE, the Report noted that in Antigua and Barbuda, the MCO supported the strengthening of women's civil society policy dialogue capacity on social protection by increasing awareness on gender and social protection and supporting advocacy efforts.

In 2018, the MCO utilized its tremendous convening power in the region to advocate for and mobilize the establishment of a Gender Coordination Group based in Barbados as a key component of its advocacy and preparation for 2020, in the lead up to Beijing+25. This group held its first meeting in October 2018 and was hosted by the High Commissioner of Canada.

For the SN 2018 – 2021 period, the MCO has noted that it is critical for the office to maintain its own uniquely Caribbean spaces to ensure specific focus on the Caribbean, which can sometimes get lost in broader regional and global groupings. The communications and advocacy function of the MCO plays an integral role in evaluating the effectiveness of MCO programming and engagement with decision-makers through guidance on the positioning of UN Women for visibility and advocacy towards gaining traction with stakeholders. Actions include the development of briefing notes, guidance for intergovernmental preparatory and high-level meetings and through regional media scans.

Capacity Building

During the SN 2011-2013 period, capacity building activities undertaken included:

a. the development of manuals and other tools on EVAW in support of the implementation of National Action Plans, which were previously developed with UN Women support
b. developing the capacity of State actors, including prosecutors and police in 10 countries and Magistrates in Guyana and the OECS.
c. capacity building workshops in support of women's leadership were held in St. Lucia and Barbados for women parliamentarians, political party candidates and gender equality advocates for OECS countries which included communications and media training.
d. a range of capacity building initiatives to support gender mainstreaming within HIV programming including through human rights training for health and education sector personnel in support of enhanced care and treatment as well as gender-sensitive prevention approaches.
e. institutional development of CIWIL through regional training and mentoring for women political actors in countries with under 10% women participation in parliament.

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[103] Caribbean MCO SN FINAL 16 12 2013

f. Building the institutional capacity of agencies involved in women's entrepreneurship development and gender equality;

g. Building the capacity development of state actors to monitor and address working conditions of domestic workers; and

h. Building technical competencies of the justice, security and non-governmental sectors to respond effectively to gender-based violence.

From 2014 – 2017, limited capacity of sub-regional entities (and within the MCO) was cited as a key challenge in Annual Reports for each year and a challenge in terms of rolling out sub-regional initiatives. Key sub-regional networks continued to rely on UN Women to be their "operational arm" despite capacity development investments by the MCO over the years. The limited capacity of the MCO, without staff presence in countries, has led to the decision to work sub regionally in countries who have expressed concerns about their own "implementation deficit". The MCO also targeted national implementing partners for capacity building on UN Women rules and regulations so they could deliver funds and results expected within the limited durations of donor agreements. after identifying as a key risk and challenge. Specific capacity building activities from 2014 – 2016 included the following:

- Supported the capacity building of women actors and candidates for national elections through technical communications training for delivering campaign messaging and media engagement – one of the three candidates who attended the training was successfully elected.
- The approach to policy development around gender-responsive social protection and GBV was strongly focused on capacity development of government institutions through the provision of strong technical consultants placed within the responsible ministries or gender bureaus.
- Strengthened Capacity to monitor Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation through the completion of data collection on the Women's Health Survey in Jamaica.
- Strengthened national capacity in Dominica to monitor gender and SDGs through its first ever compendium of gender equality indicators.

Since 2017, the MCO has spearheaded capacity building through workshops for judicial offers of the CCJ and Caribbean Association of Judicial Officers to use the gender protocols that were launched in Q2 of 2017. In support of the leaving No One Behind principles, the MCO assisted member states in amassing the skills to identify which women have been left behind. In the same year, the MCO Social Protection programme supported skills development for relevant stakeholders in the Ministry that oversees cash transfer programmes to the poorest in Antigua and Barbuda so that these programmes are gender-responsive and capturing the most vulnerable who need to be supported.

In the SN 2018 – 2021 period, the MCO was a co-implementer with UNDP of capacity building for vulnerable young women in two parishes in Jamaica to ensure they have skills to engage in decent work and maintain livelihoods to support adherence to treatment and prevent GBV. 2018 also saw the launch and initial roll out of the Foundations Programme, which is a group-based education programme geared at consciousness raising among young people of the multiple ways in which notions of gender shapes sociocultural realities in our region. The MCO designed this multifaceted toolkit to build competence among young people to address GBV, with an emphasis on VAWG, and moreover contribute to building violent-free generations. The MCO convened two five-day training workshops in Trinidad and Tobago in August 2018 to train members of the Trinidad and Tobago Police Service. The workshops objectives were articulated as follows:

- To build capacity of facilitators to deliver a youth –centered, group-based education programme focused on the Foundations Curriculum; and
- To support the development of training and facilitation skills for professionals engaged in community-based educational work with young people (in this case young people within the Police Youth Clubs).

Working under the UBRAF portfolio the MCO was able to support a long time CSO partner in Jamaica to develop and roll out a training and capacity building programme for 30 young women living with HIV in Jamaica. The approach to training of the women was implemented in two cohorts in two cities and conducted in simultaneous theory and practice sessions

which allowed participants to immediately apply the knowledge frameworks which were shared with them in practical and realistic ways.

Further capacity building activities planned for the SN 2018-2021 period include:

- In relation to EVAW, planned support to schools and other formal and informal educational institutions to implement the Foundations GBV prevention programme developed by the MCO.
- Technical expertise will also be provided to strengthen capacity for:
- Police officers in relation to response to, and investigation of sexual offenses and in addressing gender bias in police response to all forms of VAWG;
- Health professionals, gender machinery staff and other relevant partners to develop and implement accessible quality essential services to ensure that all women and men can access services.
- Strengthening of the capacity of disaster organizations and gender machineries to develop business continuity plans and post-disaster response planning through gender responsive DRR training.
- In collaboration with CDEMA, the MCO will also develop a regional training course on gender responsive DRR to be offered annually at CDEMA in Barbados
- Delivery of a free online course in October 2019 entitled "Fulfilling Commitments – Beijing +25" with ParlAmericas and the University of West Indies IIGD), including a session on Women and the Media

Communications

The Caribbean SRO recognized in its SN 2011-2013 period that strong communications were critical for building the new UN WOMEN brand and as the primary entity on gender equality among the public. At the sub-regional level, it aimed to focus on highlighting the work done with and in support of partners by maintaining its website, key press releases and events, creating online links with partners, creating and disseminating the Gender Dialogue newsletter, and supporting the UNITE campaign, and ensure visibility of its programme work and outcomes.[104] Two key lesson learned during implementation was that 1) expert and professional communication partnerships for messaging strengthens programme outcomes (with the UNITE campaign cited as an example and 2) the use of social media (e.g. Facebook) was a useful medium for facilitating exchange of knowledge/information (and for communication/ network building) among participants of the Young Women's Leadership Institute and the CariMAN network.[105]

In the SN 2014 – 2017, the MCO committed to continue building its knowledge resources and online presence to better serve as a centralised repository of information on gender equality for the region and enhance advocacy efforts to address the "invisibility of UN Women support".[106] The SN 2018 – 2021 noted significant improvement in its communications work and explicitly identified communications as a strategic driver that served to connect the MCO with key partners, support advocacy by generating public and political support for GEWE and increased the effectiveness of resource mobilization efforts. As such, communications are to be systematically aligned and integrated within and across all programme areas and tailored to specific audiences within the broader Caribbean and MSDF context serving an advocacy, public relations and marketing role. The MCO now has a robust social media presence specifically on Facebook and YouTube. The plan is to continue to utilize this presence to leverage UN Women global campaigns, the MCO's own knowledge products, whilst supporting programming advocacy and resource mobilization. [107][108]

Knowledge Generation

As part of its planning process, the Caribbean MCO has developed a research plan for each SN period. Under the SN for 2012-2013, research was planned into links between GBV and HIV victims' services available and informing stakeholder interventions on HIV&AIDS prevention. For the 2014 – 2017 period the MCO planned 5 research activities, including prevalence and perception surveys, a regional model for measuring the status of women and men in the Caribbean and a

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[104] SRO SN 2012-2013
[105] 2012 MTR
[106] SN 2014 - 2017

[108] SN 2018 – 2021, Communications Strategy and ExB and the Report of the UN-Women Executive Board Field Visit to the Caribbean 18-23 May 2019

virtual Caribbean knowledge repository in partnership with CARICOM, OECS and the University of the West Indies. Under the 2016 Annual Work Plan, 4 research activities were planned to take place between 2015 – 2017 and these included a costing and budgeting framework for St. Lucia, a gender-sensitive value chain analysis in Dominica, national reports on the status of women and men for at least two CARICOM countries and a VAWG prevalence survey for Jamaica. Under the 2018 – 2021 research plan, 9 research activities have been planned across multiple thematic areas, including VAWG, DRR, GE, social protection, EVAW and WEE. Four of the 9 activities do not have planned dates as yet. The Caribbean MCO has developed Under SN 2018 – 2021 Output 2.2.1, the Caribbean MCO UN Women will develop methodologies, knowledge products, tools and workshops on specific topics pertaining to advancing women in the labour market by building capacities of business organizations so they can better promote equality and non-discrimination among their members and more broadly the private sector. New knowledge products will also promote women's access to decision-making positions by looking to emphasize the impacts of women's participation in company directories. The dissemination of these knowledge products will encourage transformative change in perceptions of women's capacities for economic leadership, opening further opportunities to advance women's position in the formal economy.

Since 2011, the MCO has produced 30 publications, 11 videos or video series, and 2 broad sets of resources (e.g. public education materials such as posters and advertisements). These knowledge and awareness raising products cover the primary themes of UN Women and MCO Caribbean program activities, including EVAW, WEE, HIV/AIDS, gender equality generally, and the normative framework around more gender equitable programming and policies. A full list of publications can be found in Annex 3. Figure 8 below summarizes the publications and videos by thematic area.

FIGURE 8

MCO CARIBBEAN PUBLICATIONS AND VIDEOS BY THEME
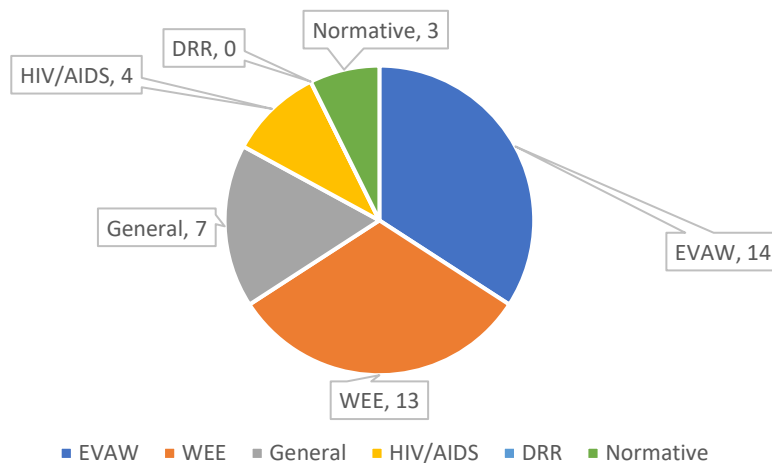
In terms of countries covered by these publications, Figure 9 below summarizes the number of publications in which a country is the focus or is mentioned as part of a broader regional context. Also listed are the number of publications with a broad Caribbean focus for which the content is applicable across multiple countries. Trinidad and Tobago and Saint Lucia are featured or mentioned most frequently in publications, while there was no specific coverage of countries that are British or Dutch Overseas Territories across the publications.

FIGURE 9
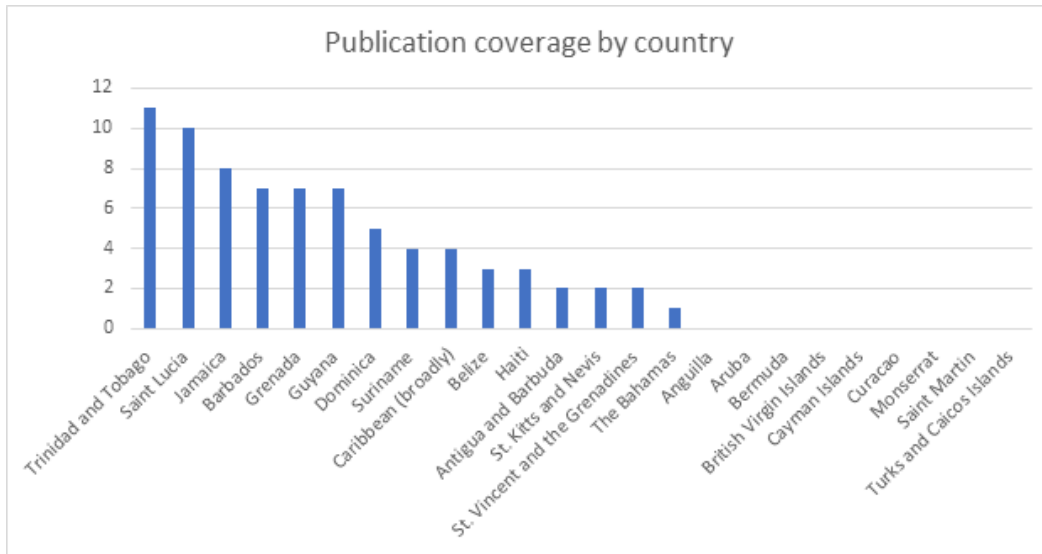
Figure 10 below summarizes the number of knowledge and awareness raising products released by year, including publications and videos.

FIGURE 10
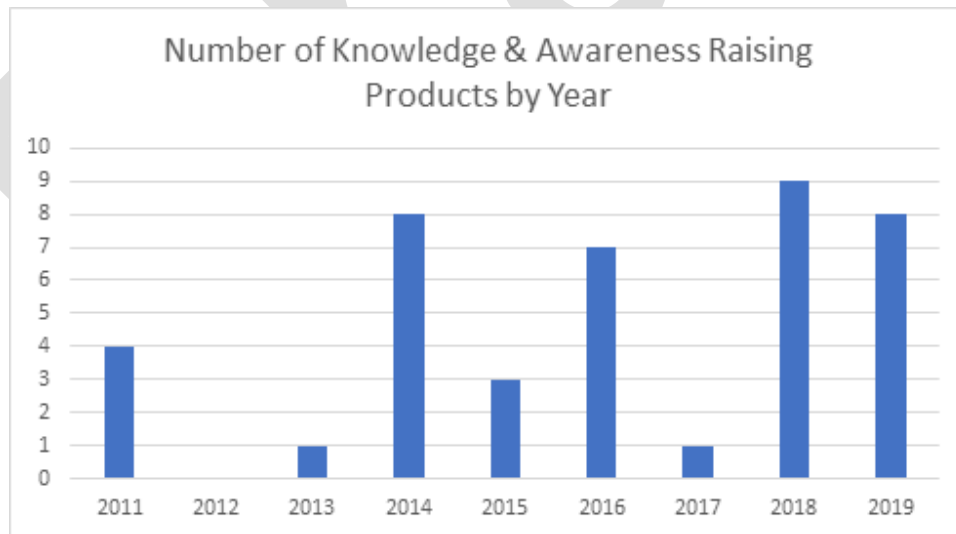
Partnerships[109]

One of the MCO's valuable comparative advantages in the region is its strong partnerships and the ability to work with a range of national and regional civil society organisations (including at community level), national governments and other

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109 This section gathers information spread across 1) Strategic Note narratives and Results Frameworks for 2011-13; 2014-17; 2018-21 2) AWPs for 2011-13 3) Annual reports for 2015-18 4) Evaluations centred on or including cases studies on MCO Caribbean countries.

state actors. Regarding the importance of partnerships for achieving outcome successes, key lessons learned from the 2012 and 2015 MTRs included:

a. Expert and professional partnerships are critical for success in the promotion of legal reform and behaviour change for GE and EVAW.
b. Innovative partnerships with well-chosen partners at the regional level can be effective channels for multiplying impact for the achievement of outcomes.
c. Support for policy and legislation development needs to be followed up by a focus on support to and partnerships for implementation. Opportunity exists to support and build on initiatives of young women leaders and activists focused on young women's leadership and empowerment and committed to principles of GE.
d. The MCO should balance traditional and new partners by promoting dialogue and skills exchange to strengthen strategic allies for UN Women while also, engaging more strategically with partners through participatory planning and capacity building, although staff recognised that as a sub-regional presence, this had to be approached creatively.

The 2018 – 2021 SN reiterates the above, noting that UN Women is uniquely positioned to address gender inequality in the Caribbean because of its role as a connector for government, civil society and the UN system. No other agency has the history or relationship with civil society in the region like UN Women does. UN Women is also the only agency with the grounded expertise on gender equality and women's empowerment. UN Women's unique partnership position was confirmed by the 2015 MTR and through consultations held with partners as a result of the strategic partnerships consultancy

MCO has worked with a number of types of stakeholders who play different roles in advancing gender equality. Please see Annex 4. This has entailed some bodies of work engaging with sub-regional governance and other institutions, which in turn work with country level governments and other country level organisations. Other projects and activities function at country level, engaging partners around particular initiatives. While UN entities are considered key partners for UN Women, these are included and discussed under the UN Coordination section below.

Regional governance institutions, national governments and professional stakeholders

1. **National level government ministries** and departments for policy support and capacity strengthening. These include
   - Gender machineries of all 22 countries for technical support and communication / meetings, as well as normative processes such as CEDAW reporting and CSW. Specific country machineries are also engaged in the context of operational work. This includes, for example, for the PFP programme, machineries in Barbados, British Virgin Islands, Barbados, Jamaica, Trinidad and Tobago, St Lucia, Belize and Grenada; Jamaica in the context of Win-Win and the earlier WEE/EVAW initiative The Way Out.
   - National Statistics Offices in Dominica, Grenada, Guyana, Suriname, Trinidad and Tobago and Jamaica,
   - A number of National Disaster Offices and Climate Change Ministries in the context of DRR and EVAW work – likely including governments involved in EngenDER: Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname
   - Ministries of planning and finance in the context of work around Global Norms
   - Ministries of agriculture in the context of WEE workstreams
   - Ministries of education and health (e.g. Antigua) in the context of EVAW workstreams
2. **Regional level governance institutions**, in particular supporting the development of tools and guidance for further dissemination / uptake at national levels. Regional level judicial institutions and professional bodies of jurists as well as national level courts, and regional and national level police services. These include
   - The CARICOM Secretariat, for instance in partnership for Access to Justice, and for the development of GEI indicators
   - The Caribbean Disaster Emergency Management Agency (CDEMA) through EngenDER
   - Caribbean Forum of the African, Caribbean and Pacific Group of States (CARIFORUM) in the context of the Win-Win programme

- The Caribbean Court of Justice (CCJ) for Access to Justice and the JURIST project, as also the Eastern Caribbean Supreme Court (ECSC)
- Organisation of Eastern Caribbean States (OECS) Secretariat through Access to Justice

3. **Regional level associations and umbrella organisations** bringing together groups of stakeholders on a thematic basis – such as:
   - Caribbean Association of Statisticians
   - Caribbean Association of Domestic Workers
   - Caribbean Network of Rural Women Producers (CANROP)
   - Caribbean Network of Women in Business

4. **Academic, International and private sector organisations**

MCO has worked with academic institutions in both research and operational partnerships and including training institutions (for the judiciary). These include:

- University of the West Indies and its campuses/ departments, including the Institute for Gender and Development Studies for Win-Win and EngenDER; the Centre for Resource Management and Environmental Studies (CERMES); and Mona Campus for an initiative on STIs and safety.
- The Judicial Education Institute of Trinidad and Tobago (JEITT) to develop a gender equality protocol for the JURIST project.

It has also collaborated with international organisations, bilateral government and private donors and financial institutions as well as research organisations and international thematic alliances. These include donors as listed in Table 8 and partners such as DFID through the EngenDER project; the International Institute for Sustainable Development (IISD) in a collaboration for implementation of the Sendai Framework; and the International Women's Coffee Alliance in the context of the Win-Win project. The Win-Win programme has drawn together a large number of private sector stakeholders, including the Jamaica Chamber of Commerce, Jamaica Manufacturers & Exporters Federation, CaribExport, Jamaica Employer's Federation, the Jamaica Women in Coffee (JAWIC) and a number of private sector companies.

5. **Civil Society**

A CSAG involving at least 14 individuals from across the Caribbean including Barbados, Jamaica, Suriname, Dominica, Trinidad and Tobago, St Lucia, Guyana and Grenada was formed and in operation until 2018. However, since its term lapsed in 2018, a new group has not yet been activated.

A number of CSOs have at times held implementation partnerships with MCO, although the number of these arrangements has reduced considerably since the policy change in 2014 which shifted the office away from small grants. [110] MCO keeps contact with several organisations through maintaining a network and through specific advocacy events. Organisations with whom MCO has had a close and consistent relationship are key to operational work, and contributing to their institutional development [111] have included the Caribbean Institute of Women in Leadership (CIWiL) through work on transformational leadership for gender equality, particularly during the 2011-13 SP and continuing through 2014-17. It has also had a close relationship through the social mobilization work on GBV with CARIMAN, a network of men's organisations with objectives in gender equality which has a Secretariat in Trinidad and Tobago and chapters in Grenada and Dominica. The Legal Aid and Counselling Clinic (LACC) in Grenada has been a consistent implementing partner, involved in the Partnerships for Peace programme during the 2011-13 SP; the GBV social mobilization initiative during the 2014-17 SP, and the Foundations programme during the current SP.

MCO is also in touch with a number of CSOs working mainly at national levels, and covering all but 5 of the MCO countries.[112] The majority of these organisations are in Barbados (24) and Jamaica (25), but with several also in Guyana

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[110] Partners listed in financial records indicate 39 organisations (including Ministries and academic organisations as well as several CSOs) in the 2011-13 period; 21 in the 2014-17 period and 8 in the 2018-20 period.

[111] This appears to have been an intention but is not verified at this point.

[112] Countries not apparently included by CSOs in contact with MCO are BVI, Bermuda, Cayman Islands, Curacao and Monserrat.

(8), Trinidad and Tobago (7), Suriname (6) and Grenada (5). Some of these are themselves umbrella organisations (8), hence having a broad outreach to other CSOs with gender-equality related objectives.

In line with the consistent work theme emphasis in EVAW and WEE, the majority of these CSOs are concerned with issues associated with EVAW (19) and with WEE (20) – including both women's business associations and farmer organisations. Several have a focus on young people/adolescents (6) and a number suggest contact with marginalised groups – there are 6 organisations associated with minority and/or indigenous groups; 2 organisations with an explicit focus on disability, and one LGBTQ organisations. Three CSOs are organisations of men with gender equality objectives.

6. Duty Bearers

The partnerships engaged in by MCO have involved stakeholders in both duty bearer and rights holder groups. Duty bearer groups include in particular the national and regional governance organisations listed above, who have been engaged in roles as policy makers and implementers of policy, including budgeting for implementation by finance and planning ministries. The MCO has engaged with some duty bearers on an ongoing and regular basis, such as women's machineries, and others on a project-specific basis such as officials responsible for emergency management through the EngenDER programme and national statistical offices. Duty bearers the MCO has engaged with over a long period also include Ministry of Justice officials, court officials and judicial officers involved in Partnerships for Peace and the Jurist project promoting access to justice.

Duty-bearer groups also include the Parliamentarians MCO has engaged with in the course of the earlier two Strategic Notes, and particularly during the 2011-15 period. This has included pre-election capacity building for women parliamentarians, candidates and GE advocates (2012); as well as work with political parties for gender equality and engaging to strengthen the Jamaican Women's Parliamentary Caucus (2015). In 2016, a consultation on the implications of the SDGs also engaged parliamentarians as duty bearers. MCO's strong and consistent parnership with CIWiL on leadership has also had a focus on women parliamentarian's leadership in their role as duty bearers.

7. Rights Holders [113]

MCO has worked directly or indirectly with a number of different rights-holder groups. During the 2011-13 SP, available information suggests that the main rights holders addressed were:

- Unemployed and under employed women, through work in EVAW/WEE (The Way Out programme)
- Women leaders and decision makers in public and private sectors (The Way Out)
- Domestic workers through a programme with ILO on decent work policies
- Male perpetrators and women survivors of VAW through work with the judiciaries in Partnerships for Peace
- Women living with HIV through work on links between GBV and HIV victim's services; and through work on leadership and business development skills (GNP/HIV)
- Men engaging in advocacy and support for gender equality and EVAW (Partnerships for Peace)

During the 2014-17 period, main rights holder groups addressed were:

- Survivors of violence through the JURIST programme working with judiciaries, including persons with disabilities (in Barbados and Guyana); indigenous populations (in Belize and Guyana) and LGBTIQ and women and girls living with HIV/AIDs.
- Female headed, but specifically single mother households and households with higher proportions of female members through the social protection work, alongside poor and disadvantaged women, men, girls and boys more generally.
- (Women) students at UWI Mona benefiting from the UBRAF project on STIs and student safety on campus
- Communities in general through work on social mobilization to address GBV

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[113] This analysis does not include full appreciation of rights holders addressed or reached through work in WLP or in GNP in the early period covered by this evaluation, i.e. 2011-14.

- Women, children, women living with HIV/AIDs, and LGBTI organisations engaging in advocacy around the Barbados Sexual Offenses Act.

During 2018-21 the focus has shifted to:

- A broad group of rights holders vulnerable to climate change and disasters through EngenDER.
- Women employees, entrepreneurs, and businesswomen, including a focus on indigenous women.
- Smallholder farmers, including female headed farms, and women in fisheries through Building Effective Resilience
- Young people aged 14-24 through the training curriculum on gendered realities implemented through the Foundations programme
- Survivors of IPV through the new Spotlight programme, but it is not yet clear how these will be further targeted.

A number of groups of rights holders have also benefited from capacity development in roles in which they have assumed a duty to transfer benefits to others – these include national workers' organisations, business associations and private sector companies through Win-Win and to some extent through the Building Effective Resilience programme.

Social Norms Change-Engaging Men and Boys

Given the patriarchal and traditional context of the Caribbean, which has led to static gender roles and social norms unfavorable to women, since the 2011- 2013 SN/AWP period, the Caribbean MCO has recognized the importance of engaging men and boys as a mean to address gender equality issue, particularly in the areas of GBV and unequal gender relations. Throughout the 2012-2013 SN period, the MCO supported the institutionalization and functioning of the CARIMAN Network, in recognition of the role men and boys play as actors and partners in promoting women's rights and gender equality. Support was given to engage with young men at community level and to address harmful and stereotypical notions of masculinity which impede gender equality particularly in the areas of violence against women, HIV and issues of social reproduction and shared family responsibilities. Guided by the principle of transforming relationships at the individual, family, community, national and global levels towards gender equality, the MCO has worked with states to enforce paternal responsibility to childcare through law reform initiatives, in order to promote a more equal sharing of care work between men and women. During the 2014-2017 SN period, the MCO continued to engage men and boys through its advocacy and communication activities, particularly in the context of the UNiTE and HeforShe campaigns, using both traditional and more innovative approaches, as stated in the advocacy section above. In 2016, in order to promote prevention of gender-based violence, the MCO launched a social mobilization program with the aim of supporting on-going dialogue among boys, men, girls and women, religious and community leaders on the roots of GBV. Also, Caribbean artists were trained to support social mobilization work to end GBV. The 2018-2021 SN ToC reiterated the need to shift social norms in order to prevent VAWG by supporting the development of National Action Plans and Strategies to end violence against women that have a component that addresses social norms, attitudes and behavior transformation.

Resource Mobilization

As early as 2011, the MCO identified resource mobilization as a key challenge for implementing its workplan, with outreach to foundations, "non-traditional" donors, and partnership with regional development banks highlighted as possible mitigation actions. Yet, from 2011 to 2013, only $88,000 was raised for work on EVAW from the Marie Holder Memorial Trust.[114] In general terms, bilateral rather than multilateral resource mobilization opportunities seemed to be available in the Caribbean region, except for Jamaica. During the 2014-2017 Strategic Note period, the MCO's resource mobilization strategy was grounded in the four corporate resource mobilization strategic pillars:

I. Establish confidence among current donors so that they give above present levels
II. Forge partnerships and working relationships with emerging donors;

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[114] Information may be missing for 2011- 2012. The cost-sharing project was entitled "Strengthening Prevention Approaches for Ending Gender Based Violence in the Caribbean".

III. Promote cost sharing/co-financing with UN agencies, multi-lateral and bilateral donors; and

IV. Expand relationships with institutions within the private sector that demonstrate human rights principles as reflected in the Global Compact.

Between 2014 and 2016, the MCO was able to increase its non-core mobilization to $345,380 with the addition of two new projects on EVAW (Canada) and access to justice (CCJ).[115] Additionally, the MCO is still relied upon to provide technical expertise and/or capacity strengthening to organizations directly receiving funds. This has led to the MCO being re-granted funds from regional institutions like the Caribbean Court of Justice for the JURIST-Project in 2016-2019.[116] While an improvement from the previous period, the issue of resource mobilization for the MCO workplan reached criticality during this period in terms of overall financial sustainability in the context of reducing core allocations that began in 2016/2017. With efforts made not bearing the results envisioned, the ACRO provided strategic support to the MCO by sending them specialized resource mobilization consultants in 2017 (and 2018) to support proposal development. The support from the Regional Office was instrumental in improving results. In 2017, two new inter-agency agreements (with UNDP for piloting a prevalence survey in Guyana and UNOCHA for humanitarian response)[117] and two new cost-sharing project agreements (with the Government of Grenada and the Caribbean Development Bank for regional training and technical assistance related to the prevalence surveys) were executed for a total of $894,156 in additional cost-sharing funds for the MCO. A key lesson learned for the MCO was a better recognition that the visibility of their work was needed to attract greater donor engagement. It's resource mobilization strategies now expanded to include increasing its own capacity to communicate messages that shape public views, influence decision-making, and boost its public image. [118]

Through a concerted effort, the MCO was successful in raising resources from different sources and adapting to the shifting context in the region, responding to UNDS reform, and improving strategic prioritization as it entered the current Strategic Note (2018 – 2021) period. The MCO's resource mobilization strategy maintained the successful strategies used during the 2014-2017 period, and a decision was made to further focus the strategy on three main areas:

i. Continuing to pursue partnerships with regional institutions and governments;

ii. Exploring partnerships with the private sector and other organizations through retainers;

iii. Collaborating with sister UN agencies to source funds through joint programming within the context of the MSDF umbrella.

The MCO has also focused on innovative programming and demonstrating impact as a means to generate further support from donors in its work.[119] To this end, among the concrete actions to be implemented there is the showcase of the technical expertise of the MCO through donor events, the creation of concrete bankable products which donors can "buy into" without much red tape and bureaucracy and the engagement of project officers in resource mobilization, partnership building and visibility work as a critical part of day to days duties[120]. As a result, examples of the projects the MCO is part of in the current SN are:

a) Supporting gender-responsive approaches and capacities for climate and disaster recovery in the Caribbean Building Effective Resilience for Human Security in the Caribbean Countries/2019-2022 EnGenDER project with UNDP, which seeks to further integrate gender equality into disaster risk reduction (DRR), climate change adaptation and environmental management frameworks and interventions (Outcome 4) with UN Women being one of the core implementing agencies.

b) Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean: Universal adaptive social protection modeled at the community, national and sub regional levels

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[115] "Gender Mainstreaming in the CCJ JURIST Project" and "Strengthening capacity to end violence against women and girls in the OECS region through regional men's HeforShe Advocacy campaign"

[116] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Report, 2018. Pag 19

[117] Emergency Gender Responsive Protection Services to survivors of Hurricane Irma in the Caribbean

[118] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Report, 2018

[119] Multi-Country Office- Caribbean Overview. Pag. 9

[120] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Report, 2019

c) Regional Win-Win project, financed by European Commission in 2018, which aims to promote the economic empowerment of women for sustainable, inclusive and equitable development in the private sector (Outcome 2.2).

d) Spotlight Initiative (launched in 2017) an EU-UN joint effort to eliminating all forms of violence against women and girls (Outcome 3).

A key lesson learned for the MCO has been that, despite the difficult context, the commitment to and interest in gender equality amongst the donor community in the region is very high and as much as the MCO is able to match its strengths, knowledge and experience to the main needs and areas of interest of the donors it is possible to generate concrete support. This is particularly true for thematic areas of greatest relevance such as climate change and DRR, gender equality and women's empowerment.

TABLE 7 Resource Mobilization Strategies from 2011-2021

Resource Mobilization Strategies from 2011-2021		
2011-2013	**2014-2017**	**2018-2021**
• Concerted outreach to foundations and 'non-traditional' governmental donor partners with a presence and interest in the Caribbean; • Explore resource partnerships with development banks in support of sub-regional and/or national programming[121].	• Establish confidence among current donors so that they give above present levels; • Forge partnerships and working relationships with emerging donors; • Promote cost sharing/co-financing with UN agencies, multi-lateral and bilateral donors; • Expand relationships with institutions within the private sector that demonstrate human rights principles as reflected in the Global Compact.[122]	• Continue to pursue partnerships with regional institutions and governments; • Explore partnerships with the private sector and other organizations through retainers; • Collaborate with sister UN agencies to source funds through joint programming within the context of the MSDF umbrella; • Pursue innovative programming; • Demonstrating impact of work; • Increase capacity to communicate messages that shape public views, influence decision-making, and boost UN Women's public image.[123]

South- South Cooperation

As early as 2011, South-South Cooperation has been identified as a key cross-cutting strategy – especially in the context of limited resources - to share innovative practices and policies among national governments in the area of sustainable development and the green economy. During the SN 2014-2017 period, the strategy was mainly pursued through a partnership with CAJO and the UN Women Mexico Office in the area of gender responsive access to justice. This led to the launch of the Barbados Gender Protocol in 2017, modelled on the Mexican Supreme Court's Protocol for Judging with a Gender Perspective, which provides a checklist for the Barbados judiciary to raise gender sensitivity as well as to address "unequal gender relations". During the current SN period, South-South Cooperation was planned in the area of statistics, but to date the strategy had been used to continue to support work on access to justice and women's economic empowerment. As part of the JURIST project, a one-week study tour and knowledge exchange was organized with the UN Women South Africa MCO for judicial officers, NGM heads, law enforcement offices, technical experts and representatives of civil society to exchange best practices and expertise with South African counterparts on the provision of comprehensive essential services to survivors of GBV and sexual violence, legislative reform and institutional strengthening. This included first-hand experience in the operation of a one stop shop service delivery center for survivors. The strategy is also a major element of the ongoing Win-Win programme in Jamaica that works with Carib Export, the only regional trade and investment promotion agency in the African, Caribbean and Pacific (ACP) group, to provide opportunities for women business owners and operators across the Caribbean to share knowledge and best

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[121] Caribbean Sub-Regional Office. Strategic Note and Annual Workplan, December 2011. Pag. 17
[122] UN Women Strategic Note 2014-2017. Caribbean MCO Strategic Note Report, 2017. Pag. 3
[123] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Report, 2018. Pag.19

practices. Two women representing the Caribbean Network of Women in Business and the Jamaica Chamber of Commerce were also supported to attend a WEPS Forum in Brazil in August 2018 which allowed them to network and share experiences and knowledge with counterparts. Additionally, in June 2019, the South-South Knowledge Exchange and Resilience Programme Workshop brought together participants from the Caribbean and the Pacific regions, which, among other activities, engaged in stakeholder consultations on the UN Women Global Programme on Strengthening Resilience to Disasters in Small Island Developing States (Women & Resilience programme).

Targeting marginalized groups/Leaving No-One Behind

The focus specifically on marginalized groups has varied somewhat over the course of the three SNs. **During 2014-17** there was a clear aim to address and include LGBTI, WLW,HIV/AIDS, people with disabilities, and indigenous groups in various dimensions of the SN's work, include through direct programming. This included, for example, providing core support to the CSO WeChange and supporting a representative to attend the 2016 CSW, and supporting a think tank for acceptance and understanding in Barbados. It also included convening advocacy around the Barbados Sexual Offenses Act and including WLWHIV/AIDS networks and LGBTI groups in this. Work on the GEI during this period was also seen as enabling member states to ensure no one is left behind, by enabling the identification of marginalized groups; similarly, work on finalizing NSAPs on GBV targeting women survivors of violence paid attention to bottlenecks in the implementation of the policies so that they were correctly applied. **Prior to this**, marginalized groups were addressed more generally as unemployed and underemployed women and as women survivors of violence; and specifically, through the Secretariat to the Caribbean Coalition of Women and Girls (CCWA) to support HIV positive women in leadership and advocacy. **During 2018-21**, specific targeting includes female headed smallholder farms, and indigenous women as they engage with the WIN-WIN programme. While the SN for this period (and reconstructed ToC, see Figure 2) notes intersectional issues of class, ethnicity and disability, it is not clear from available documented information how further targeting (for example through EngenDER, Spotlight) might take place or how LGBTI groups might be included in advocacy work. The MCO identified early in this period that intersectionality was not a strongly understood concept among partners and decision makers. Work in support of WLWHIV/AIDS has been continued via CSO support through the UBRAF portfolio. A situation analysis of Venezuelan migrants in Trinidad and Tobago also contributed to understanding this issue and appropriate response. The MCO also anticipated that the evaluation of the EVAW Social Mobilization programme would inform targeting of the most vulnerable in future community engagement work.

Technical Support

Technical support has been identified consistently since 2012 as an MCO strength, valued by government and CSO partners alike. In the context of the withdrawal from the mini-grants modality for CSO support in the course of the 2014-17 SN, technical support was seen as having potential for counterbalancing the reduction in direct investments the MCO was able to make. Given levels of demand across the 22 countries, the office has increasingly identified a need to be selective in the technical support tasks it engages with. In principle, a priority has been the provision of technical support and building the internal technical capacity of all 22 gender machineries for development, implementation and monitoring of gender equality programming. This includes, for example, support to Antigua and Barbuda, and Suriname for CEDAW reporting (2017) and to Suriname for the Status of Women and Men in Suriname report, to support monitoring and reporting on SDG progress (2017). It has also included sector-specific support, such as to national gender machineries for developing longer term humanitarian programming in the wake of Hurricane Maria (2017). The office has also provided technical support more generally, and in relation to specific projects including, for example:

- For conducting prevalence surveys in Trinidad, Grenada, Guyana (2016)
- to Government of Barbados and civil society for revisions to the Domestic Violence Act (2016)
- Taking initiative to provide technical support in clarifying connections between CEDAW and the SDGs in a SDG consultation for parliamentarians (2015)
- To high level policy makers, alongside other UN Agencies, on SDG implementation progress and monitoring (2017)

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UN Coordination

In 2012, the Caribbean MCO provided support to 4 UNCTs through its inter-agency collaboration: 1) capacity building in gender mainstreaming in Trinidad and Tobago, 2) on EVAW in Jamaica, 3) on women's political participation in Belize, and 4) social protection in Barbados/OECS. It also provided support for the gender capacity review of all 6 UNCTs[124] and led the inter-agency group on the UniTE campaign including initiatives on leadership and combating sexual violence with UNFPA and UNICEF specifically from 2011-13. However, 'process' support to the UNCTs (with six UNCTs covering the region) was noted as very challenging in 2013, in the MCO multi-country context and in view of limited human and financial resources, and a decision was made to leave resident agencies (such as UNFPA, UNDP and RCOs) to focus more on process support. [125] Nevertheless, the MTR of the 2014-17 SN noted that UN Coordination has been a particular comparative advantage of the MCO, for example its roles in coordination on CEDAW and in 4 UPR reports with Barbados, Suriname, Bahamas and Trinidad and Tobago. Current coordination roles during the 2018-21 SP include staff lead on the Sub-regional PMT in Barbados, the Communications team and the operational management team in the same sub-region; MCO is also a member of the UN Joint Team on HIV/AIDS with UNDP and UNFPA.

In its coordination role and as contributor to UNCT support, MCO has worked in collaboration with sister UN agencies since the beginning of this evaluation period, for example leading the inter-agency group on the UniTE campaign including UniTE initiatives on leadership and combating sexual violence with UNFPA and UNICEF specifically through 2011-13. However, 'process' support to the UNCTs (with six UNCTs covering the region) was noted as very challenging in 2013, in the MCO multi-country context and in view of limited human and financial resources, such that a decision was made to leave resident agencies to focus more on process support.[126] The 6 regional RCs and RCOs listed above are increasingly key stakeholders as the UN reform related transitions deepen. In addition, the MCO draws regional support from the UN Women Asia-Caribbean Regional Office (ACRO) based in Panama.

Nevertheless, the MTR of the 2014-17 SN noted that UN Coordination has been MCO's particular comparative advantage, for example in coordination on CEDAW and in 4 UPR reports with Barbados, Suriname, Bahamas and Trinidad and Tobago. Current coordination roles during the 2018-21 SP include staff lead on the Sub-regional PMT in Barbados, and roles on the Communications team and operational management team in the same sub-region; MCO is also a member of the UN Joint Team on HIV/AIDS with UNDP and UNFPA.

In line with the 2013 decision to seek gender coordination through programming, Joint Programmes have been a clear and increasing focus since 2017, and especially from 2019/20 with the start of 3 Joint Programmes, EngenDER; Building Effective Resilience; and Spotlight. This is illustrated in Table 6. Cumulatively these have brought MCO into operational coordination with UNICEF, UNDP, UNOCHA, ILO, WFP, ECLAC, OHCHR, PAHO, and FAO.

Monitoring, Reporting and Evaluation

Monitoring

During the 2012-2013 SN period, the MCO noted that they faced challenges to meet the monitoring imperatives given the spread of countries covered and the high demands of partners. An evaluation undertaken in 2010 of HIV/AIDS programming contained a strong recommendation to adhere to completing monthly and quarterly progress reports to allow for identifying and mitigating problems early on. There was also an emphasis on strengthening programme efficiencies, including developing a more rigorous monitoring framework and to reduce tolerance for partner delays At the same time, these steps were seen as politically challenging to implement given the need for capacity strengthening of partners (governments and CSOs) to deliver. They noted that at the time this was politically challenging given the institutional deficits of partners and especially governmental partners. Monitoring activities that were noted focused on results and financial monitoring and included:

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[124] Caribbean Midterm Review of the Strategic Note 2012/2013
[125] Caribbean MCO Strategic Note – 28 October 2013
[126] Caribbean MCO Strategic Note – 28 October 2013

- Monitoring missions by programme staff of PCAs and LOAs issued in the 2011-2013 AWP were planned to be conducted quarterly with a budget of US$30,000.
- Monitoring and documenting of partner feedback on communications output, including level and quality of support provided
- Monitor and provide oversight for the Haiti CO
- Monitor and provide accurate financial information to programme team on a monthly (operations) and quarterly (programme) basis so results can be monitored, delivery rate targets me and areas for cost reduction identified
- Monitoring of the recommendations from 2011 audit of the SRO and full compliance with policy guidelines
- Review donor reporting database and monitor cost-sharing projects to ensure timely preparation and submission of donor reports.

During the 2014-2017 Strategic Note period, the MCO planned to submit quarterly reports to ACRO, update an Indicator Tracking Tool bi-annually and complete corporate annual reporting requirements. The monitoring was conducted internally and based on programmatic reporting by implementing partners. There was a plan to invest ($10K) in consultant support for updating the Indicator Tracking Tool. Monitoring missions by programme staff of PCAs and LOAs issued in the 2011 – 2013 AWP, along with programme development and monitoring of implementation under the new four-year strategic plan were also planned across the region to be conducted quarterly with a budget of $30K. In the 2016 AWP for the same SN period, the MERP was updated to include planned monitoring of the following: 1) UNTF grants in Jamaica, Antigua and Barbuda and Guyana for March 2016 ($9K); 2) Social Mobilization activities in implementation countries (Grenada, Dominica) for June 2016 ($10k); 3) National Strategic Action Plan implementation in three countries (the Bahamas, Trinidad and Tobago, St. Vincent and the Grenadines) for March to August 2016 ($9K); and 4) CSO participation in national and international level normative dialogues from January to December 2016 ($5K). Annual and quarterly reports for UN Women were also planned for the year.

For the 2018 – 2021 Strategic Note period, planned monitoring activities were noted to be conducted by staff at no additional cost and these include:

1. Desk review of monthly financial reports with the Finance Associate responsible;
2. Country office quarterly programme and operations monitoring and progress report with Programme Managers responsible;
3. Quarterly updating of the MERP under the responsibility of the Deputy Representative;
4. Annual Report AWP planned for the 3rd quarter under the responsibility of the Representative.

A Mid-Term Review (SN 2018-2021) was also planned for the 3rd quarter of 2019 with a $15K budget to hire a consultant to conduct the desk review and interviews. Progress reports in accordance with the donor agreement and monitoring matrix under the responsibility of the Representative and Project Managers were also planned. Lastly, a partnership guide for strengthening relationships for programme implementation capacity development was planned with a budget of $3K.

Reporting

There are two main avenues through which the MCO provides reporting against its results and operations:

Annual reporting against the Annual Work Plan in order to demonstrate the progress made towards the implementation of the Strategic Note and the results achieved during the year. Reports provide both an indication on the advancement of the impact and outcome indicators against the target values, with a rating going from "Regression" to "Target reached or surpassed" and a narrative overview of the results achieved and change occurred due to the work of the MCO. Annual reports, which are developed internally with no additional costs (for the 2018-2021 the Representative is responsible) are quality assured and must be approved by ACRO. Up to date, reports are available from 2014 onwards.

Donor reporting. The MCO informs its donors on the status and advancements of funded projects and the results obtained by regularly submitting progress reports. Reporting commitment depends on the project; reports might be

submitted quarterly, yearly, and at the end of the project in the form of final reports. Principally, such reports outline the activities implemented and the results achieved, the challenges and lesson learned and the next implementing steps, if any. Financial reports are often integral parts of the reports.

The majority of donor reporting available to date regards projects implemented in the 2014-2017 SN period. In the 2014-2017 MERP, the final report of the GBV project funded by Maria Holder Trust Fund was foreseen, with a budget of US$10,000, although this is not yet available in the DAM System. In the 2014-2017 SN period, the MCO reported to the Government of Canada, for the Regional Prevalence Survey on GBV project and HeforShe Advocacy campaign and to the CCJ and DFATD for the JURIST project through interim and final reports. 6 detailed quarterly reports and final reporting were submitted to UNDP for the Prevalence Survey in Guyana. Interim reports were prepared for the Government of Grenada and the CDB for projects related to the technical assistance for National Prevalence Surveys ended respectively in 2018 and 2019. An impact report was submitted to the CERF for the support given by the MCO to the survivors of Hurricane Irma. Lastly, an annual report for the regional WIN-WIN project was submitted to the EU and ILO, covering the first years of activities (2018). More details on donor reporting are available in Annex 6.

Evaluation

The 2012-2013 Caribbean Sub-Regional Strategic Note and Annual Work Plan included three planned evaluations related to 1) partnerships with national gender machineries, 2) capacities of national and regional women's organizations and 3) EVAW programming. These evaluations were selected to support development of programming around institutional strengthening and advocacy at policy and community levels.

From 2014 – 2017, the MCO planned to manage one mid-term evaluation of the Strategic Note. It also planned to participate in 6 different evaluation processes managed by external entities: 5 mid-term reviews of UNDAFs (Jamaica, Eastern Caribbean, Suriname, Belize and Guyana); 1 final evaluations for TF EVAW projects (Belize), 3 final evaluations for an FGE project (2 in Jamaica; 1 in Trinidad and Tobago). In 2015, the MERP was revised to convert the mid-term evaluation of the Strategic Note from the evaluation section to the monitoring section as a mid-term review.

During the 2018 – 2021 Strategic Note period, the MCO planned for 5 evaluations. It has completed 1 evaluation and 1 assessment related to social mobilization on EVAW and its Partnerships for Peace project, respectively. The work of the MCO has also been evaluated under the MTE of the Win Programme in 2020. Finally, the UN Women IES is conducting this strategic MCO Portfolio Evaluation.

In addition to the MCO Evaluations, there are also regional evaluations through ACRO, corporate evaluations through UN Women and UNDAF and other UN System-wide evaluations that have relevance to the MCO. In terms of ACRO evaluations, from 2015 through 2019/20, 3 have been completed, 1 has a preliminary report and 2 are ongoing. In terms of relevant corporate evaluations, 3 have been completed since 2014. For UNDAF evaluations, there have been evaluations for Belize, Guyana, Jamaica and an MTR for Suriname from 2015-2017 and an evaluation of ILO's Decent Work Programme in the Caribbean that has relevance to the MCO's work. See Annex 7 for a more complete listing of relevant evaluations.

Financial and Human Resources

At the beginning of each Strategic Note period, the MCO made an overall initial projection of the financial budget required (both DRF and MRF/OEEF) to implement their planned portfolio of work. There was a significant increase in the planned budget between the first SN (2011 – 2013) and the second SN period (2014- 2017), noting that the latter was extended from 3 years to 4 years. This was followed by a significant decrease in budget projections for the current SN (2018 – 2021). There was no significant different in budget planned versus budget ultimately available for the SN period 2014 – 2017 where data is available. For SN (2018 – 2021), the MCO has already received slightly more than half of the resources planned. Please see Table 8 below.

TABLE 8. Budget planned against budget available

Budget planned against budget available ($) [127]			
	Budget Planned	**Budget Available**	**Gap**
SRO SN/AWP 2011-2013	7,331,963[128]	6,649,729[129]	682,234
MCO SN 2014-2017	11,959,180	11,447,131	512,049
MCO SN 2018-2021	7,921,157	4,466,484	3,454,673[130]
Total:	**27,212,300**	**22,563,344**	**4,648,956**

When looking at the breakdown of the available budget both by year and funding source, we see that the Caribbean MCO has relied significantly on its core funding allocation for the implementation of its workplan, with core programmable exceeding non-core resources for every year under review expect for 2018. Please see Table 9: Budget Available and Delivery below. The reliance on core funding is widely understood to be a result of the challenging resource mobilization context given the economic classification of the countries covered by the MCO (e.g. high- and middle-income countries) in which traditional donors prioritize funding to other high-need countries in the broader Caribbean region (e.g. Haiti) or opt to contribute directly to governments, regional organizations and NGOs/CSOs.[131]

TABLE 9. Budget Available and Delivery

Budget Available and Delivery ($USD)[132]						
Year	**Core**	**IB**	**XB**	**Non-Core**	**Budget Available**	**Budget Delivery**
2019	710,000	838,513	24,040	369,204	1,941,757	1,844.919
2018	778,058	796,719	25,367	924,583	2,524,727	2,360.580
2017	910,184	860,058	34	552,578	2,322,853	2,741.186
2016	1,245,549	862,406	32,446	638,692	2,779,093	3,088.717
2015	1,726,974	834,937	107,091	753,153	3,422,155	2,957.812
2014	1,121,628	741,569	13,677	1,046,156	2,923,030	2,566.640
2013	1,832,079	–	-	105,892	-	1,937,971
2012	1,865,904	-	-	333,820	-	2,199,724
2011	1,936,726	-	-	575,308	-	2,512,034
Total	**12,127,102**	**4,934,202**	**202,655**	**5,299,386**	**15,913,615**	**22,209,583**

Despite the reliance on core funding, according to the data available, the Caribbean MCO core allocation experienced a significant decline (by 63 percent) in 2019 from its peak in 2011. This has meant that the MCO must meet the gap by mobilizing additional non-core resources and/or adjust by reducing its overall programme of work.

In order to address the funding gap remaining after considering core allocations, the MCO made efforts to mobilize non-core resources. From 2011 – 2019, Table 9 indicates that a total of $5,299,386 in non-core resources was available to the MCO. Additional data from ATLAS, indicates that a total of $3,516,901 was delivered in non-core resources raised from 25 different partners listed in Table 10 below, with sister UN agencies among the highest sources of non-core resources. All partner amounts spent were under $1 million, although for the SN/AWP 2011-2013 and for the SN 2018-2021, donor agreements are not always available and may have been for higher amounts spent in years prior to 2011 or awaiting allocation in 2020/2021. According to the data available in Table 10, UNAIDS funds were among the ones mostly spent (more than $500,000), followed by UNDP funds and the EC funds.

TABLE 10. Donor list by SN period

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[127] Data extracted from Project Delivery Dashboard- One App on 02.17.2020

[128] Data extracted from the SN 2012 – 2013. The document included information on 2011 allocation, although it is not clear if such data refers to budget planned or budget available.

[129] Data on budget available for years 2011 – 2013 was not available on One App. Therefore, data available on ATLAS expenditures for years 2011 – 2013 is included. This may include carry-over budget from 2010.

[130] Budget available for years 2020 – 2021 is not yet available.

[131] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Narrative Report, 2018. Pag.19

[132] Information for years 2014 – 2019 was extracted from OneApp Project Delivery. Given that no information is available in OneApp for years 2011 – 2013, information on expenditures was extracted from ATLAS for these years.

Donor	SN/AWP 2011-2013	SN 2014-2017	SN 2018-2021	TOT
1. UNAIDS	4,951.17	495,951.11	299,655.81	800,558.09
2. UNDP	133,942.31	42,424.93	243,730.19	420,097.43
3. EC	358,610.78		30,002.72	388,613.50
4. CCJ		162,063.74	133,157.33	295,221.07
5. Gov of Sweden		151,095.11	137,355.89	288,451.00
6. UNOCHA		48,954.25	182,256.12	231,210.37
7. Gov of Grenada		41,210.71	150,699.30	191,910.01
8. UNDEF	152,989.56			152,989.56
9. CDB		5,185.19	122,753.08	127,938.27
10. IDB	104,082.02			104,082.02
11. TIDES Foundation	63,671.03	27,659.24		91,330.27
12. Maria Holder Memorial Fund	6,842.15	81,157.85		88,000.00
13. CIDA	81,149.58			81,149.58
14. Gov of UK	74,057.17			74,057.17
15. Gov of Canada	10,000.00	61,854.04		71,854.04
16. Commonwealth Secretariat	55,612.75			55,612.75
17. WHO	36,875.14	18,324.65		55,199.79
18. JP WHO/DFID			43,876.37	43,876.37
19. UNFPA	13,831.37			13,831.37
20. Gov of Iceland	11,958.00			11,958.00
22. PAHO	9,578.92			9,578.92
21. Australia DFAT			5,909.55	5,909.55
22. Turkish Enterprise and Business Confederation (Turkonfed)			3,205.33	3,205.33
23. Gov of Australia		3.099.12		3.099.12
24. UNICEF	934.00			934.00
26. Gov of Norway	776.62			776.62
25. Gov of Spain	95,334.12			95,334.12
TOT	**1,020,021.19**	**1,149,279.01**	**1,352,601.69**	**3,516,901.89**

During the SRO SN/AWP 2011 – 2013, the Caribbean MCO received funding from 18 external sources (7 UN agencies, 5 governments and 1 governmental agency, 2 foundations, 3 international organization) for a total delivery of $ 1,020,021.19. From 2014 to 2017, 12 donors funded the work of the MCO, including 4 UN agencies, 4 governments, 2 foundations and 2 Caribbean organizations, and a total amount of 1,149,279.01 was spent.2018-2021 SN has already seen an increase in non-core resources spent- 1,352,601.69, especially considering that data refers only to the 2018-2019 biennium. As of 2019, 11 donors have contributed to the implementation of the MCO's workplan: 3 UN agencies, 2 governments and 1 governmental agency, 2 Caribbean organization, 1 international organization, 1 JP and 1 Business Confederation.

In terms of spending against SN thematic areas, there was limited reliable data available for mapping spending prior to 2014. EVAW has been consistently considered as a key priority area throughout the years 2014-2019 and it has received the largest share of funds, with a total budget spent for the years 2014-2017 of 2,937,758.70 USD and for the years 2018-2019 the amount was 795,420.48 USD; a significant injection of resources will come from the Spotlight Initiative in 2020. During the 2014-2017 SN period, Planning & Budgeting area of work was the second most implemented, with a budget spent of 1,202,899.06 USD, followed by Women's Economic Empowerment (927,749.26 USD) and Women's Political Environment (896,591.40 USD). Unlike political participation, which has not been confirmed as a stand-alone priority for the years 2018-2021, WEE confirmed to be a key priority in the current SN, although there has been a significant decrease in the budget allocation and delivery ($276,839.10 and $262,206.29 respectively).

In the context of the 2018-2021 SN, there has been an increased investment in the work on statistics (Global Norms), which has received a significant allocation of fund, of which 990,763.12 USD spent in the 2018-2019 biennium. Likewise, the workstream of WPS/HA (DRR), which was already a priority in 2011-2013, saw an increase in the budget, with non-Core funding received especially from the EnGenDER Joint Programme (2019-2022).

On a different note, there appear to be a constant trend on the budget delivered for the OEEF with a total budget of $ 3,256,189.97 spent for the four-year 2014-2017 SN period and $ 1,593,276.25 for the two years-2018-2019- of the current SN. According to the data available in the annual workplans, the high majority of the resources allocated to the OEEF for the 2014-2017 SN, are concentrated on the Output 3.1, in order to ensure that the MCO has the capacity and international systems, controls and management structure to ensure leadership and support on gender equality and women empowerment. For this output, budget is mainly allocated to cover the staff costs and the strengthening of internal monitoring and operational systems. Fewer resources were allocated to the following outputs: 1.1 for UNCTs coordination activities, 1.2 for partnership building and strengthening, 2.1 for strengthening result-base management, 4.1 for monitoring activities, 4.2 for increasing resource mobilization and 4.3 for communication and advocacy.

For the 2018-2021 SN, Output 4.1 and 4.2 received more funding. These outputs are related to the improvements in the management of financial and human resources in the pursuit of results; the majority of the budget allocated to this output is used to cover the staff cost. Lower allocations were foreseen for the support of joint programmes (Output 1.1), promotion and dissemination of knowledge products (3.1.) and activities to increase engagement of the partners (Output 5.1).

FIGURE 11

2014 - 2017 Delivery by SP area

FIGURE 12

2018 - 2019 Delivery by SP area
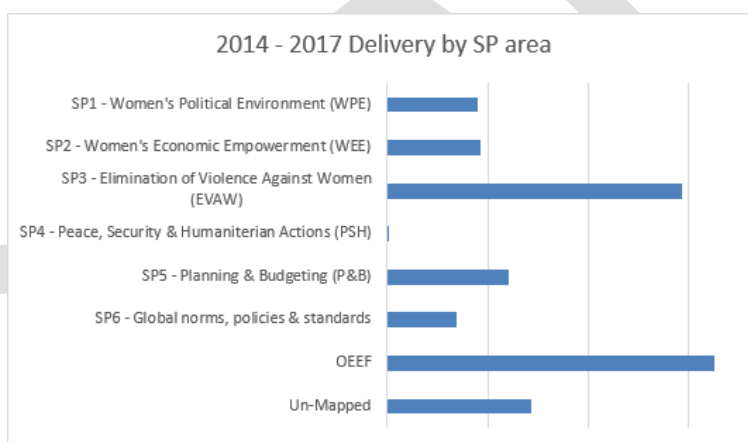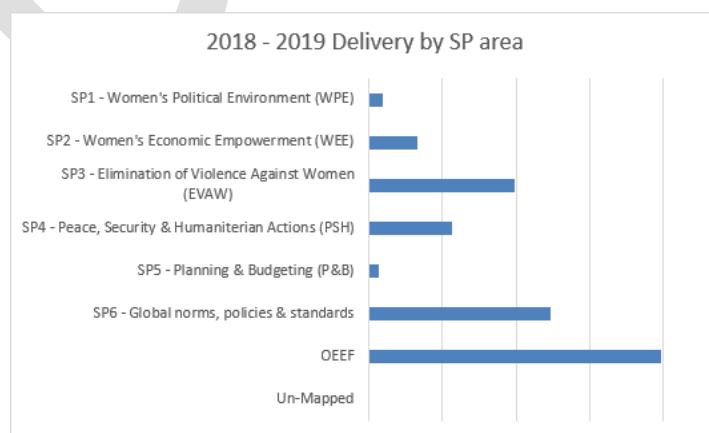
Human Resources[20]

The Caribbean MCO's annual reporting for 2018 and 2019 indicated that the human resource levels were not sufficient to implement the Strategic Note 2018 – 2021 and meet the demands of stakeholders. In fact, despite the 2018-2019 SN has stressed the need to strengthen the team with HR and operation personnel, a communication unit and a program team (with most program posts becoming project related and funded), given the ongoing UN reform process, UN Women's change management process, and resource limitations, the Caribbean MCO has held back from making changes. However, there is acknowledgement that staff are under strain from the demands and the limited physical presence in only 2 of the 22 countries and territories served; such concern was already shared in the 2012-2013 SN, when the strengthening of the sub-regional office has been recommended to allow more timely response to governmental requests and increase support to partners. Changes were requested to enable:

- more programmatic coverage at country level to meet government demands through forthcoming Country Implementation Plans as both a resident and non-resident agency
- engagement with joint programmes, such as the Spotlight Initiative, which represents an opportunity to increase the MCO presence in countries
- implementation of the coordination mandate, and
- availability of specialized expertise at the MCO level, or through ACRO or the UN DCO Regional Platform

Since 2014, the Caribbean MCO has had a core team of eleven staff all located in the Bridgetown, Barbados office. Although there has been turn over since 2011 in the MCO Representative position, many staff have held the same positions during the last two SN periods, with some staff also present since 2011. The core team has been supplemented by eleven additional service contractors/SSA consultants during 2014 – 2019 to fill human resource needs of the office and maintaining a small presence in Jamaica beginning in 2014. Currently, a small project presence for the Win programme is expected to be maintained until 2020.

With an estimated $7.5M spent on staff costs from 2011 – 2019, positions were financed by a mix of IB, core, XB and non-core. The MCO made efforts to shift staff funding from core to IB, XB and non-core project funds in alignment with the cost recovery strategy, initiated in 2017.[133]

In 2018, a service contractor for the position of Programme Coordinator was requested to be financed with non-core funding to be mobilized as well as the approved position of Programme Associate for the year 2019.

TABLE 11. Total Staff Costs Per Year

Total Staff Costs Per Year[134]		
Year	**Staff Cost**	**Staff Cost per SN Period**
2011	546,066.83	*1,601,133.52*
2012	514,229.47	
2013	540,837.22	
2014	871,286.51	*3,976,095.79*
2015	1,005,065.65	
2016	1,047,542.29	
2017	1,052,201.34	
2018	989,178.56	*1,880,427.76*
2019	891,249.20	
TOTAL:		**7,457,657.07**

Given the limited physical presence of the MCO, in order to implement its activities and respond to the demands of the different countries and territories served, significant resources are allocated to cover travel expenses. Almost $3M were spent on local and international travels (including daily allowance) from 2011 to 2019, with an overall constant trend of

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[133] Cover Note to the AWP 2018
[134] Data extracted from ATLAS.

expenses for each SN period. This aspect is particularly important since the countries covered by the MCO are increasingly demanding UNW presence, which will either require additional human resources on-site or an increase in the visits to the countries, meaning that additional budget will need to be allocated for travel expenses.

TABLE 12. Total Travel Expenses Per Year

Total Travel Expenses Per Year[135]		
Year	**Travel Expenses**	**Travel Expenses per SN period**
2011	309,993.50	**979,969.08**
2012	346,239.04	
2013	323,736.54	
2014	364,217.10	**1,206,989.52**
2015	360,528.86	
2016	261,281.90	
2017	220,961.66	
2018	374,020.02	**655,549.47**
2019	281,529.45	
TOTAL		**2,842,508.07**

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[135] Data extracted from ATLAS

VI. ANNEXES

ANNEX 1- COUNTRY BACKGROUND

1. UNST FOR BARBADOS AND THE EASTERN CARIBBEAN

1.1

ANGUILLA

Anguilla is an autonomous British Overseas Territory situated in the Lesser Antilles. The territory consists of the main island of Anguilla, together with a number of much smaller islands and cays with no permanent population. The total land area of the territory is 91 km^2 with a population of 17,400 (July 2018 est.). Anguilla is an associate member of the OECS and CARICOM. Its economy is considered high-income and is largely dependent on tourism. In 2014, per capita GDP was US$21,493.[136] The territory is vulnerable to natural disasters such as flooding from tropical storms, the most recent of which with a significant impact was Hurricane Gonzalo in 2014. Efforts have been made to recognize the role of gender in natural disasters and climate change through the Disaster Management Department which has recently operationalized gender considerations in its planning and support functions.[137]

The Gender Affairs Unit of the Government of Anguilla is responsible for planning, developing and coordinating national policies, programs and activities focused on effecting gender equality in the workplace and wider community and it drafted the Domestic Violence Act in 2014, which makes provisions for same sex partners and "cohabitants", making the instrument highly progressive relative to its peer countries in the region.[138] In 2016, a Gender Country Assessment was undertaken by the Caribbean Development Bank, highlighting some major issues affecting women. Persistent cultural norms and values reinforcing male-favored leadership and the safeguarding of patriarchal systems and structures still hinder the participation of women in politics; only 3 out of 12 (25%) parliamentarians elected in the last election were women, though this was the highest level of representation in parliament women have achieved. Female school enrollment exceeds that of males, particularly in post-secondary education. However, females far outnumber males as non-participants in the formal labor force at 34.2% compared to men at 18.8%; this is mainly due to women performing unpaid care work, a situation which is likely to increase given Anguilla's aging population.

1.2

ANTIGUA AND BARBUDA

Antigua and Barbuda is an independent state in the Leeward Islands, composed of two main islands, Antigua and Barbuda, with a permanent population of about 95,900 (2018 est.), of which 97% reside on Antigua. The country achieved independence from the UK in 1981. Antigua and Barbuda is a founding member of the Organization of Eastern Caribbean States (OECS) and is a member of CARICOM and a borrowing member of the Caribbean Development Bank (CDB). Similar to other countries in the OECS, Antigua and Barbuda's economy relies extensively on tourism and is heavily dependent on imports for food, fuel, and goods. Tourism accounts for about 80% of GDP, about 70% of direct and indirect employment and 85% of foreign exchange earnings.[139]Antigua and Barbuda is in the high human development

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[136] Country Report: Anguilla. Pan American Health Organization: https://www.paho.org/salud-en-las-americas-2017/?page_id=79
[137] Country Gender Assessment (Cga) Anguilla, 2016. Caribbean Development Bank
[138] Available at: http://www.gov.ai/documents/msd/Domestic_Violence_Bill_2014.pdf
[139] Antigua and Barbuda, Climate Change Knowledge Portal, World Bank Group: https://climateknowledgeportal.worldbank.org/country/antigua-and-barbuda

category on the 2019 Human Development Index (HDI), ranking 74 out of 189 countries, with a Gross National Income (GNI) per capita (2011 PPP $) of 22,201.

In 2017, Hurricane Irma damaged or destroyed 95% of Barbuda's buildings and infrastructure, highlighting the extreme vulnerability of the country to natural disasters. Climate change predictions for the island project accelerated coastal erosion and inundation, lower average annual rainfall, increased rainfall intensity causing flooding and a likely increase in tropical storm intensity.[140] Antigua and Barbuda has put in place measures for addressing disaster risk, including the establishment of a specific agency, the National Office of Disaster Services, which manages multi-agency resources and coordination. The country also participates in the UNDP regional project "Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean" (EnGenDER) in which UN Women is a partner.

The Directorate of Gender Affairs under the Ministry of Social Transformation and Human Resource Development is the national gender machinery responsible for creating and interpreting gender-based policies and establishing performance standards. Antigua and Barbuda ratified the Belém do Para Convention in 1998 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period. According to the Country Gender Assessment undertaken in 2014 by the CDB, women in Antigua and Barbuda continue to be adversely affected by gender-based violence (GBV), less access to and ownership of productive resources, inadequate access to sexual and reproductive health services, under-participation in the most productive sectors, and under-representation in positions of leadership and decision-making.[141] Antigua and Barbuda has one of the lowest share of female parliamentary representation in the Caribbean at only 11% (2 out of 18 seats).[142] Marginalized populations in the country include LGBTQI persons, child and spousal victims of abuse, persons with HIV/AIDs and migrant sex workers.[143] [144]

1.3

BARBADOS

Barbados is an island country in the Lesser Antilles of the West Indies. In 1966 Barbados became an independent state and Commonwealth realm with the Queen as head of state. It has a population of 287,010 people, predominantly of African descent. Barbados hosts the UN Women Multi- Country Office for the Caribbean and is a member of CARICOM, CDEMA and the CDB.

Barbados is ranked highest among Caribbean countries (56 out of 189) on the Human Development Index and is only one of two Caribbean countries (together with the Bahamas) to be categorized as having very high human development. Compared to other Caribbean countries, Barbados also performs well on the Gender Development and Gender Inequality Indices, ranking highest among Caribbean countries, although disparities between women and men remain. For instance, 94.6% of adult women have reached at least a secondary level of education compared to 91.9% of their male counterparts, but female participation in the labour market is 61.9% compared to 69.6% and occupations are highly differentiated by sex. The GNI per capita is US$13,686 for women and US$18,292 for men.[145] According to the CDB, poverty is concentrated among households headed by women which account for 47.5% of all households. The rate of poverty in female-headed households is 19.4%, compared with 11.5% in male-headed households. Gender stereotypes continue to cast women and femininity as essentially different from and inferior to men and masculinity. As a result, GBV against women, in particular domestic and sexual violence, remain culturally accepted and underreported, despite the presence of a legal framework to address GBV. Barbados ratified the Belém do Para Convention in 1995 and recently

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[140] Ibid
[141] Country Gender Assessment, Caribbean Development Bank, 2014
[142] Women in Political Leadership in The Caribbean, 2018. UN Women
[143] https://www.antiguaobserver.com/lecture-to-focus-on-marginalized-people/
[144] http://www.cvccoalition.org/content/macaids-projects-antigua
[145] Human Development Report 2019, Barbados. Available at: http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/BRB.pdf

completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period. [146][147][148][149]

Despite being outside the principal Atlantic hurricane belt, Barbados is vulnerable to natural hazards and is particularly susceptible to the potential impacts of climate change, including coastal inundation and sea level rise, the impact of which could be devastating for the 25% of the population living in coastal areas. Barbados was the first Caribbean country to create a special body charged with coastal zone management, the Coastal Zone Management Unit (CZMU). In Barbados' climate change legislative framework, women are identified as a vulnerable group and gender is referred to as a cross-cutting issue.[150]

1.4

BRITISH VIRGIN ISLANDS (BVI)

The British Virgin Islands (BVI) are a British Overseas Territory located in the Northeastern Caribbean, east of Puerto Rico with a population of 35,802 (July est.). They consist of some 50 islands, cays, rocky formations, and islets. The largest islands are Tortola, Anegada, Virgin Gorda, and Jost Van Dyke and they also have the largest populations. The economy, one of the most stable and prosperous in the Caribbean, is based on tourism and international financial services, which together account for more than 70% of the country's GDP. The country is highly vulnerable to hurricanes and the effects of climate change. In 2017, Hurricane Irma devastated the island of Tortola, destroying or damaging an estimated 80% of structures.[151]

BVI is self-governed by a democratically elected House of Assembly, with a Governor representing the Queen. Under the constitution, the Governor is responsible for foreign affairs, defense, and internal security, while the Government is responsible for internal affairs. The National Gender Policy and Plan (2013) complemented the Domestic Violence Protocol, which was approved by the Cabinet in November 2010. The Domestic Violence Act, 2011, which took effect on October 31, 2012, broadens the definition of domestic violence to include economic abuse, intimidation, harassment, stalking, and damage to and destruction of property while offering protection to persons in visiting relationships.[152] The Office of Gender Affairs under the Ministry of Health and Social Development is the entity through which the vision and institutional capacities for gender equality is being built.[153]

1.5

DOMINICA

Officially the Commonwealth of Dominica, Dominica is an island country in the Eastern Caribbean, part of the Winward Islands, which gained independence in 1978 and is now a unitary parliamentary Republic with a population of 71,625 (2018 est.). Dominica is one of the founding members of the OECS and is a member of CARICOM and a borrowing member of the CDB. Dominica has a high human development level, ranking 98 out of 189 countries and territories on the HDI in 2019[154].

Dominica is a volcanic island with complex mountain ranges and a high level of biodiversity which sustains a growing eco-tourism industry. Approximately 90% of Dominica's residents are located near the shore, as is most of the island's infrastructure, resulting in high vulnerability to the impacts of climate change such as sea-level rise and flooding. The Global Climate Risk Index for 2017 lists Dominica as the third-most affected country in the world by climate change in the

[146] https://freedomhouse.org/report/freedom-world/2018/barbados
[147] https://news.adelphi.edu/au_news/fighting-for-marginalized-women-in-barbados-and-beyond/
[148] Country Gender Assessment (CGA) Barbados, 2016. Caribbean Development Bank
[149] Women in Political Leadership in The Caribbean, 2018. UN Women
[150] Gender Equality in National Climate Action: Planning for Gender-Responsive Nationally Determined Contributions, 2016, UNDP
[151] https://www.cia.gov/library/publications/the-world-factbook/geos/vi.html
[152] https://www.paho.org/salud-en-las-americas-2017/?p=2541
[153] https://www.cepal.org/sites/default/files/informe_beijing25_britishvirginislands_final.pdf
[154] Human Development Report 2019, Dominica. Available at: http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/DMA.pdf

world due to the devastating impacts from Hurricane Maria which left 31 dead and US$1.2 billion in damages.[155] The country has adopted several national policies and legislation focusing on climate change, including those related to the protection of the environment and forests, waste management and water pollution. Women are largely absent from policymaking, planning and programming in these areas.[156]

As in many OECS countries, agriculture and tourism are among the most important economic sectors with disparities in benefits between men and women. Unequal participation in agriculture (in 2010, 85% of those employed in the sector were men) and tourism is linked to gender-based access to land, credit and other productive assets, and gendered occupational segregation and differential wages. In general terms, women are less represented in the labor market (70.6% for men and 59.5% for women in 2013) and have higher levels of unemployment (15% for men and 19.5% for women).[157] Women are also less represented in government, with only 16% of parliamentarians being women.[158] The LGBT community is marginalized, and this impacts the ability of LGBT people to engage fully in political processes.[159]

Dominica has drafted a National Policy and Plan of Action for Equity and Gender Equality (2014-2024), focusing on six key areas: i) Gender and Economics; ii) Gender Stereotypes, Cultural Beliefs and Practices; iii) Gender and Political Decision-making; iv) Education and Human Resources Development; v) Health and Medicine; and vi) Family, Sexuality and Gender-based Violence. The Bureau of Gender Affairs is responsible for its implementation, although it struggles with an overall lack of resources.[160] Dominica ratified the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (Belém do Para Convention) in 1995.

1.6

GRENADA

Grenada became a sovereign state in 1974 and, following a period of political instability in the early 1980s, has since had a stable government with democratic elections. Grenada has an estimated population of 113,094.[161] Grenada is one of the seven members of the Organization of Eastern Caribbean States (OECS) with which it shares a common central bank and currency (East Caribbean Dollar) and is also a member of CARICOM and borrowing member of the CDB. Like its neighbors, Grenada faces complex issues such as high debt, financial deficits, youth unemployment, and high vulnerability to natural disasters, especially hurricanes. In 2014, the country entered into a three-year International Monetary Fund (IMF) supported program, with the main objectives to boost inclusive growth and job creation and restore fiscal and debt sustainability. Despite six consecutive years of growth and a debt ratio which moved from 108% of gross domestic product (GDP) in 2013 to 59.5% in 2019,[162] significant risks remain for Grenada's economy, particularly those posed by natural disasters and climate change, which will strongly impact two of the most critical economic sectors: agriculture and tourism.

Since the enormous damage caused by Hurricane Ivan in 2004 (equal to more than 200 percent of GDP), the country has made progress in terms of its climate change adaptation strategy, leading the way in the Caribbean region. Awareness raising efforts on climate change risks and adaptation measures have increased and concrete community-based adaptation activities have been implemented. Notwithstanding, in 2019 the IMF stressed the importance of focusing more on disaster preparedness rather than on post-disaster recovery, particularly in building more resilient infrastructure.[163] Grenada participates in the "Enabling Gender-Responsive Disaster Recovery, Climate and

[155] https://germanwatch.org/en/16046

[156] Country Gender Assessment (CGA) Dominica, 2014. Caribbean Development Bank

[157] Gender at work in the Caribbean. Country Report: Dominica, 2018. ILO

[158] Women in Political Leadership in The Caribbean, 2018. UN Women

[159] https://freedomhouse.org/report/freedom-world/2018/dominica

[160] From commitment to Action. Dominica. UN Women: http://americalatinagenera.org/newsite/includes/fichas/fichas/english/DOMINICA.pdf

[161] https://www.cia.gov/library/publications/the-world-factbook/geos/gj.html

[162] "Prime Minister says Grenada Economy remains strong and another Year of Growth is Projected", The Official website of the Government of Grenada, 2019, available at: https://www.gov.gd/egov/news/2019/jul19/30_07_19/item_3/pm-grenada-economy-remains-strong-year-growth-projected.html

[163] Speech "Building Resilience to Natural Disasters and Climate Change in Grenada and the Caribbean", February 2019. Available at: https://www.imf.org/en/News/Articles/2019/02/13/sp021319-building-resilience-to-natural-disasters-and-climate-change-in-grenada-and-the-caribbean

Environmental Resilience in the Caribbean (EnGenDER)" project in which UN Women is a partner.[164] Grenada ratified the Belém do Para Convention in 2000 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

Despite the implementation of several projects and the adoption of the Gender Equality Policy and Action Plan (GEPAP) 2014-2024, gender inequality and discrimination persist. Women remain underrepresented in the labor force despite higher tertiary education rates and labor segregation and sex stereotyping are still predominant. Solidified social norms and values, deeply rooted in a patriarchal mindset, create resistances to social change. Addressing gender-based violence has been a priority for the country in recent years. Efforts have been made to address intersectional forms of discrimination against women, specifically for women living with HIV, although there remains a need to address other marginal groups such as women with disabilities and diverse sexual orientation.[165]

1.7

MONTSERRAT

Montserrat is a self-governing British Overseas Territory situated in the Lesser Antilles in the Eastern Caribbean. Historically, the country experienced its best years during the 1980s, with a healthy and economically active population of nearly 12,000. The country was then severely affected by two natural disasters: in 1989, Hurricane Hugo destroyed over 90% of buildings; and between 1995 and 1997, the Soufrière Hills Volcano eruptions destroyed the majority of the existing infrastructure and resulted in the massive relocation of the population. The southern portion of the territory is known as the exclusion zone and has been rendered uninhabitable and unsafe.[166] In the last decade the population has returned to 45% of the pre-volcanic eruption population. The ongoing threat of further eruptions has curtailed any potential economic growth, as it is difficult to maintain a viable population and economic activity. Residents live in the northern third of the island, which is considered safe.[167] As of July 2018, the population was estimated at 5,315.[168] Montserrat has an aging population, with about 20% of the population being 60 years old or older. The extreme volcanic activity experienced between 1995 and 1997 led younger members of the population to migrate out of Montserrat, leaving many elderly persons behind.[169]

Montserrat is a parliamentary democracy with a Governor appointed by the Queen, a Cabinet and a Legislative Assembly. Montserrat is considered an internally governed overseas territory of the UK, but it is not a part of the UK and has a substantial measure of responsibility and independence to conduct its internal affairs, including proposing and approving its own domestic laws. UK laws do not automatically apply to Montserrat and must be explicitly extended. Gender is still not visible on the country's national agenda, with a perception among some stakeholders that women have been adequately empowered and that it is men who are marginalized. There has been limited gender analysis in government plans and policies and there is no department or bureau mandated to address gender affairs.[170] A Gender Policy is being developed, and in 2016 Public Service Advertisements were developed that target behavior change in the male population to mitigate and reduce incidences of domestic violence. A community-based group is working with the Social Development Department to establish a group that will provide counseling and psychosocial support for female victims of domestic abuse.[171]

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[164] Beijing+25 Report.
[165] Ivi, passim
[166] https://www.unicef.org/easterncaribbean/media/1356/file/Montserrat-SitAN-2016-WEB.pdf
[167] https://www.paho.org/salud-en-las-americas-2017/?p=4175
[168] https://www.cia.gov/library/publications/the-world-factbook/geos/mh.html
[169] https://www.paho.org/salud-en-las-americas-2017/?p=4175
[170] https://www.unicef.org/easterncaribbean/media/1356/file/Montserrat-SitAN-2016-WEB.pdf
[171] https://www.paho.org/salud-en-las-americas-2017/?p=4175

1.8

ST. KITTS & NEVIS

The Federation of Saint Kitts and Nevis is the smallest English-speaking independent state in the western hemisphere. It is located in the northern part of the Leeward Islands chain in the Caribbean and encompasses a total area of 261 km^2. The islands achieved independence from the UK in 1983.[172] It has a population of 53,094 (July 2018 est.). St. Kitts and Nevis is a parliamentary democracy with a constitution that provides for a federal system of government. The central government is located in Basseterre, the country's capital, and is responsible for foreign affairs, national security, justice and the domestic affairs of the island of St. Kitts. The Constitution also gives autonomous responsibility to the Nevis Island Administration (NIA) for the domestic affairs of the island of Nevis. The economy of Saint Kitts and Nevis is highly dependent on tourism, which since the 1970s, has replaced sugar as the economy's traditional mainstay. After struggling with high levels of indebtedness and low growth in the period coinciding with the closure of the sugar industry, St. Kitts and Nevis has seen an economic resurgence with relatively high growth rates over the past 6-7 years. Nonetheless, despite its high income status and economic achievements, the fiscal and economic position of the Federation remains fragile and St. Kitts and Nevis as a country is vulnerable to external shocks such as commodity price fluctuations, global economic turndowns and natural phenomena, such as hurricanes and flash floods.[173]

Women are more greatly affected by poverty than men, with 52% of the poor being women compared to 48% men. There is moderate representation of women in leadership roles politics and in 2015, women held 20% of seats in parliament.[174] Crime and violence, as well as domestic violence, is considered a problem of great concern in the country. Domestic violence reporting is almost non-existent on Nevis and the Gender Affairs Department lacks the capacity to address deficiencies. [175] Many of the initiatives that address stigma and discrimination in the health sector have been borne out of HIV/AIDS initiatives. In 2011, a study among Men who have Sex with Men (MSMs), revealed that 30.9% of them reported being treated differently because of their sexual preference.[176]

A National Gender Policy was promulgated in late 2018 to address gender equality issues.[177] The Department of Gender Affairs is charged with raising awareness of gender issues and implementing programs related to equality, empowerment of women and gender-based violence.[178] St. Kitts & Nevis ratified the Belém do Para Convention in 1995 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

Saint Kitts and Nevis' National Disaster Plan 2013 is one of the few in the region to take a gender-responsive approach to disaster risk reduction. It states that a gender perspective should be mainstreamed in all disaster management activities and this approach should include hazard, vulnerability and risk assessment; disaster management legislation and policies; disaster management response plans and programmes; public education and awareness strategies and campaigns; and damage and needs assessment and recovery and reconstruction after disasters. It is also the only disaster plan or policy (as of a 2017 ECLAC report) to require use of gender-sensitive baseline information and gendered damage and needs assessments during recovery and reconstruction.[179]

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[172] https://www.cia.gov/library/publications/the-world-factbook/geos/sc.html
[173] https://crpd.cepal.org/3/sites/crpd3/files/national_progress_report_-st_kits_and_navis.pdf
[174] https://www.paho.org/salud-en-las-americas-2017/?p=4298
[175] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-synthesis-report
[176] https://crpd.cepal.org/3/sites/crpd3/files/national_progress_report_-st_kits_and_navis.pdf
[177] https://www.thestkittsnevisobserver.com/national-gender-equality-policy-launched/
[178] https://www.thestkittsnevisobserver.com/director-department-of-gender-affairs-tasked-with-raising-awareness-of-gender-based-issues/
[179] https://www.cepal.org/sites/default/files/events/files/draft_-_mainstreaming_gender_in_climate_change_and_disaster_risk_reduction_in_the_caribbean.pdf

1.9

SAINT LUCIA

Saint Lucia is a mountainous, 620 km² island located northeast of Saint Vincent and the Grenadines, northwest of Barbados, and south of Martinique. It has an estimated population of 166,487, about a third of which resides in the capital of Castries. Saint Lucia is considered to have a high level of human development with a per capita GDP (PPP) of US$14,400 in 2017.[180] The economy, like most of its Caribbean neighbors, is disproportionately service oriented and dominated by tourism and financial sectors. Saint Lucia's manufacturing sector is the largest and most diversified among the Winward Islands countries, producing paper, cardboard boxes, apparel, electronic component and plastic products primarily for export. Agriculture accounts for less than 5% of GDP today as the collapse of the banana sector due to strong competition from other exporters and close of the sugar industry have dramatically decreased the output of the sector, though it still employs approximately 11% of the population.[181]

Based on a 2015 ILO study, Saint Lucia is ranked third in the world in terms of women's percentage share of all managers at 52.3%.[182] However, unemployment rates for women are still higher than for men and the country ranks only 125th in the world in terms of percentage of women in parliament at just over 16%.[183] The Division of Gender Relations is the agency charged with the responsibility of achieving gender parity in St. Lucia.[184] The country is in the process of developing an overarching gender equality policy,[185] and a project funded by the Caribbean Development Bank aimed at mainstreaming gender into national policies and programs got underway in 2019.[186] Saint Lucia ratified the Belém do Para Convention in 1995 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

1.10

ST. VINCENT & THE GRENADINES

Saint Vincent and the Grenadines is a multi-island state located in the Lesser Antilles in the Eastern Caribbean and is part of the Winward Islands. The country is 389 km2 in total area, with St. Vincent the largest island, and the Grenadines which include 7 inhabited islands and 23 uninhabited cays and islets. The country became independent in 1979 and is governed as a parliamentary democracy.[187] Its population is 101,390, with approximately 30% living in the capital Kingstown. The economy is dependent on seasonal variations in agriculture, tourism, and construction activity, as well as remittances. Much of the workforce is employed in banana production and tourism. Saint Vincent and the Grenadines is also home to a small offshore banking sector.[188] Changes in external trading arrangements caused the collapse of the banana export sector which decreased from 23% to 4% of exports from 1995 to 2010. This resulted in severe dislocations in the rural economy and impacted women in particular, who at the time were sole income earners in over 40% of households.[189]

Crime and violence against women are also significant problems in the country. As of 2015, St. Vincent & the Grenadines had the 12th highest homicide rate in the world.[190] As of 2011, St. Vincent & the Grenadines was rated the fourth highest in the world in terms of rates of recorded rapes. Domestic abuse and incest are also major problems, with incest cited as

[180] https://www.cia.gov/library/publications/the-world-factbook/geos/st.html
[181] https://publications.iadb.org/publications/english/document/Challenges-and-Opportunities-for-the-Energy-Sector-in-the-Eastern-Caribbean-Saint-Lucia-Energy-Dossier.pdf
[182] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-saint-lucia-2016
[183] https://data.ipu.org/women-ranking?month=11&year=2019
[184] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-saint-lucia-2016
[185] https://thevoiceslu.com/2019/05/development-of-national-gender-policy-statement-underway/
[186] http://www.govt.lc/news/cdb-funded-gender-mainstreaming-project-underway
[187] https://www.paho.org/salud-en-las-americas-2017/?p=2522
[188] https://www.cia.gov/library/publications/the-world-factbook/geos/vc.html
[189] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-st-vincent-and-grenadines-2015
[190] https://publications.iadb.org/en/costs-crime-and-violence-new-evidence-and-insights-latin-america-and-caribbean

one of the worst problems facing women and girls in the country.[191] Cultural prejudices against women along with the trivialization of violence within relationships also persists. A "climate of impunity" for perpetrators of GBV has led to many women fleeing the country, with more than 4% of the population seeking asylum in Canada alone, the majority of whom are women and likely fleeing violence.[192] The country's laws do not recognize marital rape or workplace sexual harassment and there is not a comprehensive definition of gender-based violence in legislation. Regarding issues pertaining to marginalized voices, there are concerns regarding the lack of comprehensive anti-discrimination legislation, particularly in relation to the criminalization of same-sex sexual conduct as this policy is considered popular in the country, as well as continued social stigmas surrounding people living with HIV/AIDS.[193] The Gender Affairs Division is responsible for establishing gender equality through legislation and policy,[194] however there is not an official policy on gender equality and the agency addresses issues on an *ad hoc* basis.[195] St. Vincent & the Grenadines ratified the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (Belém do Para Convention) in 1996.

2. UNCT BELIZE

2.1 BELIZE

Belize is located on the Yucatan Peninsula along the northeastern Caribbean coast of Central America bordering Guatemala and Mexico. Independence from the UK was achieved in 1981 and the country remains part of the Commonwealth, with the Queen as head of state. Belize is a member of CARICOM and a borrowing member of the CDB. The country has a culturally diverse population of 408,487 (2019 est.) and the second highest population growth rate in the region at 1.87% per year (2018 estimate). Belize's HDI value places the country in the high human development category, ranking 103 out of 189 countries and territories.[196] An upper-middle income country, Belize has undergone significant economic transformation since the 1990s, mainly due to its growing tourism industry and the commercial discovery of oil in 2005. According to the World Bank, its economy is forecast to accelerate to around 2% annual growth in the medium term.[197] With the largest living coral reef in the world, an abundance of terrestrial and marine species and diverse ecosystems, Belize is a natural paradise, which has led to a rise in tourism, supported by growth in cruise ship visitors. Natural resources are main drivers for the economy - the agriculture sector contributes to 35% of GDP with 41% of employment provided through the fisheries and forestry sectors.[198]

According to the Natural Disaster Hotspot study by the World Bank, Belize is the 61st highest exposed country for relative mortality risk from multiple hazards in the world and ranked 8th out of 167 countries for climate risk.[199] The country has a strong disaster risk management structure coordinated by the National Emergency Management Organization and has engaged in a wide range of programs and projects to build more resilient infrastructures and to enhance community adaptation and responsiveness. To better integrate a gender perspective in climate change and disaster response, the country is participating in the UNDP regional EnGenDER project in which UN Women is a partner. Belize is one of 6 Caribbean nations participating in the Spotlight Initiative to eliminate violence against women and girls (VAWG).[200] Belize's National Hazard Mitigation Plan recommends attention in the assessment, planning and

[191] https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/VCT/INT_CEDAW_NGO_VCT_18760_E.pdf
[192] https://www.thestar.com/news/world/2014/11/24/the_dark_side_of_the_sunny_caribbean.html#
[193] http://ccprcentre.org/ccprpages/saint-vincent-and-the-grenadines-committee-concerned-about-violence-discrimination-and-reproductive-rights
[194] https://www.caribank.org/publications-and-resources/resource-library/gender-assessments/country-gender-assessment-st-vincent-and-grenadines-2015
[195] https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/VCT/INT_CEDAW_NGO_VCT_18760_E.pdf
[196] Human Development Report 2019, Suriname. Available at:
https://www.bz.undp.org/content/dam/belize/docs/Human%20Development/Belize%202019%20HDR%20Summary%20Report.pdf
[197] The World Bank in the Caribbean, Overview, Belize: https://www.worldbank.org/en/country/caribbean/overview
[198] Belize, Climate Change Knowledge Portal, World Bank Group: https://climateknowledgeportal.worldbank.org/country/belize
[199] Ibid
[200] https://www.spotlightinitiative.org/where-we-work?region=caribbean

programming stages of recovery to the needs of poor, especially single female-headed households, and that public outreach efforts and eligibility for housing programs should be gender-sensitive.[201]

In terms of a gender equality policy framework, the country is equipped with a National Gender Policy (2013) as the framework through which women's constitutional rights are translated into the achievement of de jure and de facto gender equality, equity and women's empowerment, but it does not have a specific ministry for gender affairs. Gender affairs are managed through the Women and Family Department under the Ministry of Human Development. Inequality and discrimination persist in the labor market. Across similar levels of education, female participation in the labor market is 53.3% compared to 81.4% for men and the level of unemployment is higher for women (13.8%) than for men (4.8%).[202] Belize is among the countries with the lowest number of women in parliament, with only 3 out of 32 seats (9%) occupied by women.[203] Belize ratified the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (Belém do Para Convention) in 1996.

Belize is home to multiple marginalized indigenous populations and minority groups and discrimination of these groups is common and exacerbated by gender inequalities. Maya women's high rates of poverty, particularly when they are single heads of households, are a leading cause of violations of their rights. Afro-descendant women in the Americas, like Garifuna women, experience intersectional discrimination based on their gender, poverty and identity as Afro-descendant. Both groups of women experience limited access to health care.[204]

GBV is an issue in the country, but there is an overall lack of data on the topic. The National Gender Policy sets out to address violence against women through the establishment of family support systems that transform gender relations, the expansion of child protection programs, the creation of psycho-social support mechanisms and resources for survivors of GBV and the strengthening of institutional capacity to address GBV, crime and guarantee access to justice. However, problems persist as victims seldom report incidences which is the main reason for the lack of prosecutions in GBV cases. Additionally, judges are reportedly often prejudiced against GBV victims and a majority of cases are dropped due to fear and pressures faced by victims. There is not currently a national action plan on domestic violence after the National Gender-Based Violence Plan of Action (2010-2013). Consideration of domestic violence as a private matter to be dealt with in the family and not through police intervention is commonplace and most cases of domestic violence are brought to the authorities only after repeated incidents[205]

3. UNCT GUYANA

3.1 GUYANA

Guyana is the only English-speaking country in South American but is culturally and politically considered to be part of the Caribbean - it is a member of CARICOM, CDEMA and CDB. The country gained its independence from the UK in 1966 and officially became a republic in 1970. Guyana has a population of 783,769 inhabitants, 10.5% of whom are indigenous communities that primarily live in the vast remote interior.[206] The remainder of Guyana's population is concentrated along the narrow Atlantic coastal strip. Guyana is a middle-income country that has seen steady economic growth in the past decade (7% in 2007 and 4.1% in 2018),[207] owing primarily to an abundance of natural resources which are the main drivers for a diversified economy. Guyana's HDI value for 2018 is 0.670— which puts the country in the medium human development category—positioning it at 123 out of 189 countries.[208] In 2016, agriculture, forestry, fishing, and mining accounted for around one third of GDP. The same year, gold mining grew rapidly and accounted for 48% of exports.

[201] Mainstreaming Gender in Climate Change and Disaster Risk Reduction in the Caribbean, ECLAC: https://www.cepal.org/sites/default/files/events/files/draft_-_mainstreaming_gender_in_climate_change_and_disaster_risk_reduction_in_the_caribbean.pdf

[202] Caribbean Human Development Report. Multidimensional progress: human resilience beyond income, 2016, UNDP

[203] Women in Political Leadership in The Caribbean, 2018. UN Women

[204] https://minorityrights.org/country/belize/

[205] https://www.genderindex.org/wp-content/uploads/files/datasheets/2019/BZ.pdf

[206] Minority Rights Groups International, Guyana: https://minorityrights.org/minorities/indigenous-peoples-3/

[207] GDP growth (annual %) – Guyana. World Bank: https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=GY

[208] Human Development Report 2019, Guyana: http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GUY.pdf

Bauxite, sugar, rice, shrimp, and timber are other leading exports.[209] According to the World Bank, the economy is expected to grow by over 30% in 2020, boosted by newly discovered oil basins. Guyana could be among the world's largest per-capita oil producers by 2025.[210] This poses new challenges that will require a careful management of economic, governance, and environmental risks.

The country's exposure to adverse weather events, especially floods, led Guyana to take important steps towards climate change resilience. In 2012 the country designed, in collaboration with the Inter-American Development Bank (IDB), the "National Integrated Disaster Risk Management Plan and Implementation Strategy".[211] In 2019, Guyana adopted a "Green State Development Strategy: Vision 2040" with the central objective to promote a people-centered, low carbon development that provides a better quality of life for all Guyanese derived from the country's natural wealth. There is a greater focus on gender and marginalized segments of the population (e.g. disabled youths, LGBTQI persons, the poor) in this newly adopted policy, with specific reference to the cultural challenges around traditional patriarchal attitudes as well as gender-based violence.[212] Despite gender-based violence, including domestic violence, being addressed in law, the Guyana Women's Health and Life Experiences Survey (WHLES), conducted in 2019 by UN Women, revealed that 1 in every 2 women in Guyana has or will experience Intimate Partner Violence (IPV) in their lifetime and that 1 in 5 women in Guyana has experienced non-partner sexual abuse. The most significant risk factor for non-partner sexual violence (NPSV), including rape, attempted rape, unwanted sexual touching and sexual harassment, is being young: the 15–24 age group reported statistically higher rates of NPSV of every type. A deeply rooter patriarchal mindset, in which women are subject to the authority of men, is considered to be a primary driver for violence against women.[213]

Regarding gender equality, Guyana's experiences are similar to the Caribbean region. For instance, women have higher levels of education than men (in 2018, 70.9% of adult women have reached at least a secondary level of education compared to 55.5% of their male counterparts), but they are underrepresented in the labor market (female participation in the labor market is 41.2% compared to 73.6%), have higher levels of unemployment (15.6% for women versus 9.9% for men) and their GNI per capita is lower (US$4,676 for women versus US$10,533 for men).[214] Guyana ranks 43 among 162 countries with data on the Gender Inequality Index, which is one of the highest in the region, indicating relatively high levels of gender inequality in the country.[215] Regarding political participation, Guyana performs better than most of its neighbors: 35% of parliamentary seats are held by women and Guyana – unique among countries in the English-speaking Caribbean – has legislated that one-third of political party nominees must be women.[216] In order to overcome widespread gender inequality, in 2018 the Ministry of Social Protection developed a "National Gender and Social Inclusion Policy" that aims to mainstream gender issues into all sectors. Guyana ratified the Belém do Para Convention in 1996 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

4. UNCT JAMAICA

4.1 THE BAHAMAS

The Bahamas (officially the Commonwealth of the Bahamas) is an archipelago in the North Atlantic Ocean of more than 700 islands, though no more than 30 are inhabited, with a population of 332,634 (July 2018 est.). Since attaining independence from the UK in 1973, the Bahamas has prospered through tourism, international banking, and investment management, which comprise up to 85% of GDP.[217] The Bahamas was the 10th most tourism-dependent economy in the world in 2015. Since the global financial crisis, the country has experienced low economic growth rates and mounting

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[209] Overview. The World Bank in the Caribbean: https://www.worldbank.org/en/country/caribbean/overview
[210] Ibid
[211] Available at: http://cdc.gy/wp-content/uploads/2016/05/Document-for-Website/3.%20National%20Integrated%20Disaster%20Risk%20Management%20Plan%20for%20Guyana.pdf
[212] Guyana Green State Development Strategy: Vision 2040, pag. 92
[213] Guyana Women's Health and Life Experiences Survey Report, 2019. UN Women
[214] Ivi
[215] http://hdr.undp.org/en/data#
[216] Women in Political Leadership in The Caribbean, 2018. UN Women
[217] https://www.cia.gov/library/publications/the-world-factbook/geos/bf.html

levels of debt, with subdued contributions from the tourism and financial sectors, along with low levels of total factor productivity identified as primary causes. The country has also been losing market share to other Caribbean tourist destinations since 2006, while stricter international regulatory standards have led to increases in operational costs within the financial sector. In addition to these short to medium-term challenges, pension liabilities may pose a serious long-term challenge for an aging population.[218] The Bahamas is a member of CARICOM and a borrowing member of the CDB.

Despite the country being the second-highest rated in the Caribbean (after Barbados) on the HDI at 60th out of 189 countries,[219] poverty rates increased from 9.3 to 12.8% from 2001-2013. Moreover, there are regional and demographic disparities, with poverty rates in the southern-most Family Islands at 17.2%. Female-headed households show a higher poverty rate than male-headed households (9.7% and 7.9%, respectively). The archipelagic profile of the nation, with uneven population, social and economic distribution across vast areas, has contributed to inequalities in delivery of and access to education and health care. For the past half-decade, unemployment levels have remained between 14 and 16%, with youth levels measured as high as 30% over the same period. According to the Labor Force Survey, female unemployment was higher than that for males in 2016 (14.5% and 11%, respectively).[220] The Bahamas is one of the lowest rated countries in the world in terms of the representation of women in parliament with less than 13%, ranking 160 out of 192 countries, third-lowest in the Caribbean after Belize and Haiti.[221] Similar to many other countries in the region, discrimination and stigmatization of the LGBTQI community is prevalent, though same-sex sexual activity is legal. Haitians represent the primary minority group in the country and face higher levels of poverty.

The murder rate in The Bahamas more than doubled between 2006 and 2016 and it is now among the highest in the Caribbean and eleventh highest in the world at 31.9 per 100,000 persons in 2014, mainly motivated by drugs and organized crime. Coerced intimate partner sexual intercourse, or marital rape, and other forms of intimate partner violence are a serious problem in the country. Several studies indicate that the first sexual experience of sexually active girls was "forced" or "somewhat forced". Currently, there is no comprehensive law on GBV, though the country has started to better address violence against women, which is widespread and deeply rooted in patriarchal stereotypes.[222] The Bureau of Women's Affairs (BWA) is the national body mandated to assess and promote the advancement of women's rights. The BWA led the drafting of the National Gender Equality Policy and the National Strategic Plan for Ending Gender-Based Violence in The Bahamas.[223] The Bahamas ratified the Belém do Para Convention in 1995, with a caveat on Article 7(g) declaring that the Convention does not supersede Bahamian law in terms of compensation to women subjected to violence. The country also recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

The location of the Bahamas archipelago in the Atlantic hurricane belt means that the islands are subject to regular hydro-meteorological disasters including hurricanes, storms and cyclones. The low relief of the lands make them particularly vulnerable to flooding caused by storm surges and sea level rise.[224] The Bahamas' proposed National Equality and Equity Policy Action Plan (NEEPAP) aims to promote a gender perspective in all policies, planning, and programs in respect to climate change, environmental and disaster management. It encourages a review of climate change and disaster response management documents and activities to ensure that the provisions are adequate and suitable for the differential needs of both women and men, including appropriate infrastructure for shelters.[225]

4.2 BERMUDA

Bermuda is the oldest and most populous self-governing British Overseas Territory, located in the North Atlantic Ocean more than 1,300 km to the north of the Caribbean Islands and 1,050 km east of the US East Coast, with a population of 71,176 (July 2018 est.). Tourism continues to be important to the island's economy, although international business has

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[218] https://publications.iadb.org/publications/english/document/Development-Challenges-in-The-Bahamas.pdf
[219] http://hdr.undp.org/en/content/2019-human-development-index-ranking
[220] https://publications.iadb.org/publications/english/document/Development-Challenges-in-The-Bahamas.pdf
[221] https://data.ipu.org/women-ranking?month=11&year=2019
[222] Report of the Special Rapporteur on violence against women, its causes and consequences, on her mission to the Bahamas
[223] https://www.genderindex.org/wp-content/uploads/files/datasheets/2019/BS.pdf
[224] https://climateknowledgeportal.worldbank.org/country/bahamas/vulnerability
[225] https://www.cepal.org/sites/default/files/events/files/draft_-_mainstreaming_gender_in_climate_change_and_disaster_risk_reduction_in_the_caribbean.pdf

overtaken it in recent years. Bermuda has also developed into a highly successful offshore financial center. Bermuda has the sixth-highest GDP per capita in the world at US$99,400 (2016 est.)[226]

Bermuda is a parliamentary democracy with an independent legal system based on English common law. Multiple laws address gender-based violence and state actors and lawmakers have a legal duty to comply with international human rights conventions to which Bermuda is a party, though CEDAW has not yet been extended to Bermuda.[227] Bermuda does not have a specific ministry or department dedicated to gender affairs. The Ministry of Labour, Community Affairs and Sports states that it works with NGOs to promote knowledge of race relations and gender issues.[228]

4.3 CAYMAN ISLANDS

The Cayman Islands is a self-governing British Overseas Territory, located in the western Caribbean Sea approximately 240 km south of Cuba and 270 km northwest of Jamaica, with a population of 59,613 (July 2018 est.). With no direct taxation, the islands are a thriving offshore financial center. More than 65,000 companies were registered in the Cayman Islands as of 2017, including more than 280 banks, 700 insurers, and 10,500 mutual funds. Tourism is also a mainstay, accounting for about 70% of GDP, 75% of foreign currency earnings and a large share of employment.[229] It has a high GDP per capita of US$57,298 as of 2015.

The Cayman Islands has a Human Rights Commission, whose mission is to lead in promoting, protecting, and preserving human rights in the Cayman Islands. In 2011, the country passed the Gender Equality Law which prohibits discrimination in employment and related matters and serves as local "enabling legislation" to uphold the principles of CEDAW. In 2016, the UK officially extended CEDAW to the Cayman Islands.[230] There was a 124% increase in the reports of domestic violence from 2017 to 2018 (from about 900 to over 2000), but this is primarily attributed to an increase in reporting rather than incidences. Efforts to address domestic violence are increasing with the establishment of the Multi-Agency Safeguarding Unit (MASH) hub and crisis centre.[231] The Gender Affairs Unit under the Ministry of Education, Employment and Gender Affairs is responsible for gender policy. The 2015 national report to the Beijing Platform for Action notes a trend of low numbers of female legislatures in recent elections which was addressed in the plan for CEDAW extension to the country.[232]

4.4 JAMAICA

Jamaica is the third-largest island in the Caribbean and the largest English-speaking island in the West Indies, with a total population of 2.7 million. The country gained its independence from the UK in 1962, but like other former colonies, Jamaica still lags in economic prosperity.[233] Like its neighbors, Jamaica is vulnerable to natural disasters - such as hurricanes and flooding - the effects of climate change. It is an upper middle-income economy (GNI per capita of $4,790),[234] but suffers from low growth, high public debt, and exposure to external shocks.[235] While rich in natural resources, and boasting strong tourism and cultural industries, Jamaica has struggled with low levels of economic growth for decades. According to the World Bank, its most pressing challenge is the country's debt which severely hampers economic growth. Jamaica's debt to GDP ratio (96% at the end of financial year 2018/19)[236] is one of the highest in the developing world.[237] Years of high deficits, public enterprise borrowing, financial sector crises and bailouts resulted in

226 https://www.cia.gov/library/publications/the-world-factbook/geos/print_bd.html
227 https://caribbean.unwomen.org/en/caribbean-gender-portal/caribbean-gbv-law-portal/gbv-country-resources/bermuda
228 https://www.gov.bm/ministry/labour-community-affairs-and-sports
229 https://www.cia.gov/library/publications/the-world-factbook/geos/cj.html
230 https://www.paho.org/salud-en-las-americas-2017/?p=3267
231 https://www.caymancompass.com/2019/10/31/spotlight-on-domestic-violence/
232 https://www.cepal.org/mujer/noticias/paginas/3/51823/Cayman_Islands_Review_Beijing_20.pdf
233 Saner and Yiu, "Jamaica's Development of Women Entrepreneurship."
234 https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?most_recent_value_desc=false&view=chart
235 World Bank Country Overview Jamaica. Updated October 7, 2019.
236 https://jis.gov.jm/debt-to-gdp-ratio-to-fall-to-96-per-cent-at-end-of-2018-19/
237 UNDP Country Overview Jamaica. https://www.jm.undp.org/content/jamaica/en/home/countryinfo/

rapid debt accumulation that has stifled growth and development. As a result, standards of living, as measured by per capita GDP, have remained stagnant for the past five decades.[238]

In 2013, Jamaica launched an ambitious reform program to stabilize the economy, reduce debt, and fuel growth. Public debt fell below 100% of GDP in 2018/19 and is expected to decline below 60% by 2025/26. The rate of unemployment also fell to a historic low of 7.8% in April 2019, which is almost half the rate at the start of the reform program. Economic growth is expected to accelerate to an average of 2% over the medium-term. Inequality in Jamaica is lower than in most countries in the Latin America and Caribbean region, but poverty rates are still relatively high (17% in 2016). Crime and violence levels remain high, emphasizing the need to address the issues of youth unemployment, education, and social cohesion.[239] Jamaica has a young population (median age of 25.6) and is undergoing a 'demographic transition' from a population with a high proportion of children to one in which the elderly is the fastest growing segment, resulting in changing mortality and fertility patterns.

Jamaica performs well on the Gender Development Index, with minimal socioeconomic gap between men and women, though women still have lower labour force participation rates and higher rates of unemployment. At the same time, women bring higher levels of qualifications and skills than men, but gender-based wage gaps persist (63 cents on the dollar) in spite of the 1975 Equal Pay for Men and Women Act.[240] Women currently outnumber and outperform men in schools especially in tertiary education at higher proportion with a ratio of 40.7% women enrolled and 20.3% of men. On the other hand, they earn less money, have higher unemployment and hold less managerial positions than their male counterparts. As such, the typical solution (greater participation in education) for female economic empowerment and gender equality might not be as useful to Jamaica as in other countries with similar levels of development.[241] In addition, young women experience the highest rate of unemployment in Jamaica; in 2016, 35.7% of women 20-24 were unemployed, creating a context of increased vulnerability to poverty and exploitation.[242]

Despite changes and progress in the legislative environment, violence against women remains widespread and women and girls continue to suffer high rates of sexual victimization. Almost half the females aged 15-24 reported being coerced at the time of their first sexual encounter. The teenage fertility rate is declining but is still one of the highest in LAC (72 in 1000). Jamaica's Beijing+20 report notes that high incidences of gender-based violence and violence against women remain major obstacles in the achievement of gender equality, women's empowerment and national development.[243] Jamaica did not ratify the Belém do Para Convention until 2005, the latest of any country in LAC, and has not yet completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

Jamaica has used a gender-sensitive/responsive approach in its climate change policies and plans, but only in a limited manner. The Climate Change Policy Framework for Jamaica 2015 "supports gender equitable development in line with the Vision 2030 Gender Sector Plan and the National Policy for Gender Equality." However, the only further mention of women and girls is that the "Government, in the development of strategies and approaches to address climate change, will engage interested and relevant stakeholders which include those most vulnerable to climate change impacts, including women, children and the poor".[244]

4.5 TURKS AND CAICOS ISLANDS

The Turks and Caicos Islands (TCI) consists of two island groups in the Eastern Caribbean with a population of 53,701 (July 2018 est.). The "Turks Islands" comprise Grand Turk and Salt Cay, where the majority of the population resides, and the "Caicos Islands" comprise all the other islands and cays. Although independence was agreed upon for 1982, the policy was reversed.[245] In August 2009, the 2006 Constitution was partially suspended, and an Interim Administration

[238] Development Challenges in Jamaica, IDB. May 2018.
[239] World Bank Country Overview Jamaica. Updated October 7, 2019.
[240] Women's Health Survey 2016 Jamaica. IDB, UN Women.
[241] Saner and Yiu, "Jamaica's Development of Women Entrepreneurship."
[242] Women's Health Survey 2016 Jamaica. IDB, UN Women.
[243] Ibid
[244] Draft_-_mainstreaming_gender_in_climate_change_and_disaster_risk_reduction_in_the_caribbean.Pdf.
[245] CIA World Factbook

was put into place under direct rule from Britain. In November 2012 a new Constitution was revised and issued to the islands, however, there continues to be a Governor, who is appointed by the Queen, and is the Supreme Executive Representative.[246] The TCI economy is based on tourism, offshore financial services, and fishing. Three-quarters of visitors come by ship. Major sources of government revenue also include fees from offshore financial activities and customs receipts. TCI, like other small islands in the Eastern Caribbean, is highly vulnerable to climate change, particularly from hurricanes. Employment status and poverty is the most contributory factor to vulnerability rather than gender specifically.[247] TCI was severely impacted by Hurricane Irma in 2017, with at least 14 people killed.[248]

TCI has one of the fastest growing and youngest populations in the Caribbean. Immigration of people from neighboring countries seeking employment created by the development of tourism has been the main driver of population growth in TCI since 1980 when the population was just 7,413. Such rapid population changes for the small island group present many social, economic, environmental and political challenges.[249] In the area of political participation, TCI has made significant progress in women's participation within the political and public service arenas. The first female Premier of the country, Sharlene Cartwright-Robinson, was elected in 2016. Women also claim the titles of deputy governor, attorney general, chief justice, chief magistrate, director of public prosecutions and five of the seven permanent secretaries. Overall, women in both the public and private spheres are dominating the managerial positions and TCI has already surpassed the 33% quota set by the Beijing Platform for Women (BPFA) regarding women in politics. The Department of Social Development and Gender Affairs is responsible for ensuring that the national legislation is compliant with the rights of women as contained in international commitments.

5. UNCT SURINAME

5.1 SURINAME

Suriname is the smallest country in South America, with a population of 541,638 that is among the most ethnically diverse in the Americas. Culturally, Suriname is considered to be part of the Caribbean and is a member of CARICOM and a borrowing member of the CDB. Suriname first became a constituent country of the Kingdom of the Netherlands in 1954 and became an independent republic in 1975.

According to the World Bank, Suriname, which is an upper-middle-income country, has been one of the Caribbean's best performing economies over the last decade, despite being vulnerable to economic shocks. Its wealth of natural resources has been the main driver for the economy: bauxite, gold and oil have historically accounted for 30% of GDP and as much as 90% of total exports. In order to build more economic resilience, the country has recently engaged in a "Competitiveness and Sector Diversification Project" to promote new investments in agribusiness, tourism, and other emerging industries.

Despite positive economic performance, Suriname faces similar challenges to other countries in the Caribbean in terms of gender equality in the labor market. Against similar levels of education, female participation in the labor market is lower (39.2%) compared to men (64.2%). GNI per capita is also significantly lower for women (US$7,953) than men (US$15,868),[250] as are unemployment levels (10.7% for women; 3.6% for men in 2015). There are also large disparities in youth unemployment when disaggregated by gender, with males at 11.5% and females at 35%.[251] In 2013, a Gender Work Plan was prepared by the Bureau of Gender Affairs to analyze key areas of concern and serve as preparatory work for the design of a national gender policy and to inform future interventions. In 2018, the government released the "National Report on the Situation Analysis of Women and Men in Suriname", supported by CARICOM and the UN Women MCO for the Caribbean. The report showed that although progress has been made to close the inequality gap between men and women, more effort is needed to achieve gender equality, as labor segregation and lower female

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[246] Turks and Caicos Islands Review Beijing 20
[247] CARIBSAVE Climate Change Risk Profile for The Turks & Caicos Islands.
[248] https://www.bbc.com/news/world-latin-america-41194959
[249] Thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, Report of Turks and Caicos Islands. ECLAC, 2016.
[250] Human Development Report 2019, Suriname. Available at: http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SUR.pdf
[251] Caribbean Human Development Report. Multidimensional progress: human resilience beyond income, 2016. UNDP

participation persist, in addition to low female representation in senior management positions in the private sector. Representation of women in politics is relatively high for the region, with 27% of parliamentary seats held by women (14 out of 51).[252]

The aforementioned report also notes that gender-based violence is still a problem in the country, despite a lack of reporting data. Data from the Department for Criminal Information Service (DCIV) between 2010-2015 showed that reports of gender-based violence, domestic violence in particular, has not declined despite the ratification of the Belém do Pará Convention in 2002 and the adoption of a domestic violence law in 2009. Reports of physical violence have increased in the 21-40 age group, although it is not specified if violence is perpetrated by an intimate partner.[253] Suriname recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

6. UNCT TRINIDAD AND TOBAGO

6.1 ARUBA

Aruba was part of the Netherlands Antilles until 1986 when it became a separate entity within the Kingdom of the Netherlands and has a total population of 112,309. As with many countries in the region, Aruba faces challenging economic circumstances with a fiscal deficit and rising national debt, together with a high dependence on tourism.[254] Despite high levels of education for both men and women, with a higher percentage of women attending tertiary schools (56.7% of women 17-21 years of age versus 47.1% of men),[255] Aruba's labor market remains highly segregated and women are affected by a considerable wage gender gap. Despite the political arena still being dominated by men, with currently only 7 of the 21 seats in parliament occupied by women, recent years have seen an increased representation of women in top leadership positions, including the current Prime Minister, the Minister of Finance, and the President of the Central.[256]

Like the rest of the region, gender-based violence is a major concern in Aruba, although there is a lack of data to sufficiently quantify the problem. Aruban law recognizes domestic violence and stalking as specific offenses and specifically forbids sexual harassment in the workplace.[257] In 2010, the Bureau of Women's Affairs was established with the role of advising the government on all major gender issues. Greater effort is still required to address critical issues such as discrimination against minority women,[258] migration, refugees, especially from Venezuela, limited options for youth,[259] and an increase in incidences of HIV.[260] Aruba is south of the hurricane belt, making direct hits from hurricanes rare. The last hurricane to even touch the island was Hurricane Felix in 2007, which was a Level 2 hurricane causing minor damage.[261]

6.2 CURACAO

Curaçao officially separated from the Netherlands Antilles in 2010, becoming one of the four constituent countries of the Kingdom of the Netherlands, with a total population of 158,665. Although categorized as high-income, the country faces ongoing development challenges which include a lagging economy, youth unemployment, persistent inequalities, increasing pressure on natural resources and climate change vulnerability.

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[252] Women in Political Leadership in The Caribbean, 2018. UN Women
[253] National Report on the Situation Analysis of Women and Men in Suriname, Ministry of Home Affairs, 2018.
[254] IMF Country Report No. 19/148, International Monetary Fund, 2019 pag. 4
[255] Ac. Census 2010 - Gender gap in Aruba, Central Bureau of Statistics, 2013, pag. 3
[256] IMF Country Report No. 19/148, International Monetary Fund, 2019 pag. 4
[257] United States Department of State, *2015 Country Reports on Human Rights Practices - Netherlands*, 13 April 2016
[258] Concluding observations on the sixth periodic report of the Netherlands, Committee on the Elimination of Discrimination against Women, 2016, pag. 11
[259] A Roadmap for SDG Implementation in Aruba, pag. 6, available at: http://www.sustainablesids.org/wp-content/uploads/2018/09/The-Aruba-SDG-Roadmap.pdf
[260] Ivi, pag. 12
[261] https://abcnews.go.com/Lifestyle/caribbean-islands-generally-hit-hurricanes/story?id=40407011

Despite having a more diversified economy compared to the other Dutch Caribbean islands, the country struggles to promote inclusive and sustainable growth due to several constraints such as insufficient productivity and innovation, lack of competitiveness and labor flexibility, and insufficient physical and human capital.[262] Gender segregation in the labor market is still evident, with women being mainly employed in services and sales work, clerical support and elementary activities.[263] Unemployment is decreasing for men (from 12.9% in 2017 to 11.3% in 2018) but rising for women (from 12.8% in 2015 to 15.4% in 2018).[264] Youth unemployment (15-24 years old) remains higher than any other age group at 29.3%,[265] together with high dropout rates and a high incidence of adolescent pregnancy. Curacao is on the southern fringe of the hurricane belt and thus has a more limited threat from hurricanes than other countries in the region, but climate change is expected to increase the frequency of these extreme weather events while also increasing risks from sea level rise and hotter and drier conditions.[266]

Poverty and inequality are a major concern for Curacao. Inequalities and intersectional discrimination are particularly exacerbated for vulnerable, marginalized segments of society such as underprivileged migrants, the LGBTI community and sex workers. Stereotypical perceptions of gender roles and "macho" behaviors continue to progress on gender equality in the country.[267] Legal prostitution, only allowed for foreign women in Curaçao, poses additional concerns around sex trafficking.[268] Gender-based violence also remains a big challenge in Curaçao.[269] Following constitutional reforms in 2010, the Bureau for Women's Affairs was closed down and placed under the Ministry of Social Development, Labor and Welfare. In theory, women's affairs and gender were incorporated into the newly created Family and Youth Sector. In practice, gender policy, which had already received little attention from successive ministers, and the focal point for gender, were made invisible.[270]

6.3 SINT MAARTEN

Sint Maarten is the smallest constituent country of the Kingdom of the Netherlands, with a population of 41,486 inhabitants. Since 1648, the island has been divided into French territory (Saint Martin) in the north and Dutch territory (Sint Maarten) in the south. Sint Maarten is not a member or associate member of CARICOM but has Observer Status in the OECS. Its economy is heavily reliant on tourism and tourism-related sectors account for about half of GDP and nearly four-fifths of the labor force.[271] Overall, in Sint Maarten women are less likely than men to engage in paid work (71% percent of men and 63% of women had paid work in 2016) and their unemployment rate is higher.[272] Youth unemployment is also concerning, with 31% of young people considered to be Not in Education, Employment, or Training (NEET), the highest rate in the Dutch Caribbean[273] The country's extreme vulnerability to natural disasters and climate change was made evident when in 2017, Hurricane Irma devastated Sint Maarten's economy, damaging or destroying nearly 90% of buildings and causing extensive damage to roads, communications, electrical power, and housing.[274] Women were particularly impacted in the aftermath of the hurricane, which led to a spike in reported gender-based violence, already a thorny issue in the country and for which there is a lack of sufficient data.[275] Sint Maarten does not have a gender affairs department or ministry. There is a woman's desk under the Department of Social

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[262] A Roadmap for SDG Implementation in Curaçao, 2018, pag.34-36, available at: https://ndp.spin-cdn.com/media/sdg_roadmap_for_curacao/20190730_20181206_curacao_sdg_roadmap.pdf

[263] Occupation of employed population, September – October 2014-2018, by sex. Central Bureau of Statistics of Curaçao, 2018

[264] Labour force of Curaçao by gender, 2014-2018. Central Bureau of Statistics of Curaçao, 2018

[265] Labour force of Curaçao by age, 2014-2018. Central Bureau of Statistics of Curaçao, 2018

[266] A Roadmap for SDG Implementation in Curaçao, 2018, pag.81, available at: https://ndp.spin-cdn.com/media/sdg_roadmap_for_curacao/20190730_20181206_curacao_sdg_roadmap.pdf

[267] Ivi, pag. 27, 80, 117

[268] 2018 Trafficking in Persons Report - Curaçao, United States Department of State, 2018, available at: https://www.refworld.org/docid/5b3e0b63a.html

[269] N.Ph.L. Van Wijk, Domestic violence by and against men and women in Curacao: A Caribbean study, 2018, pag. 5

[270] https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/NLD/INT_CEDAW_NGO_NLD_23102_E.pdf

[271] Sint Maarten Recovery, Reconstruction and Resilience Trust Fund, 2018, World Bank Group

[272] Labor force on the Dutch Caribbean islands, Statistische Trends, 2019, pag. 6-12

[273] Ivi, pag. 15

[274] Country profile, CIA World Factbook, available at: https://www.cia.gov/library/publications/the-world-factbook/geos/sk.html

[275] The official website of the Government of Sint Maarten, November 2017, available at: http://www.sintmaartengov.org/PressReleases/Pages/Leave-No-One-Behind-End-Violence-Against-Women-and-Girls.aspx

Development, Family and Humanitarian Affairs that aims to function as a central point for addressing the interests of women.[276]

6.4 TRINIDAD & TOBAGO

Trinidad and Tobago is a twin island nation that is the southernmost in the Caribbean, 11 km off the coast of Venezuela. It achieved independence from the United Kingdom in 1962 and its current population is 1,370,940 (Jan. 2018 est.). Trinidad and Tobago is one of the wealthiest countries in the Caribbean due to its large reserves of oil and gas, the exploitation of which dominates its economy. The country has been involved in the petroleum sector for over 100 years and it is the largest oil and natural gas producer in the Caribbean. It is the world's 5th-largest exporter of liquefied natural gas (LNG) and provides two-thirds of LNG imported to the U.S. The energy sector accounts for approximately 35% of the country's GDP.[277] Of note, Trinidad and Tobago also has the 2nd-highest rate of carbon dioxide emissions per capita and is thus one of the few countries in the region where climate change is relevant both in terms of adaptation and mitigation.[278] Trinidad and Tobago has one of the lowest unemployment rates in the region at 3.2% (2016). It is a parliament democracy based on a bicameral system modelled on the British Westminster System.

Trinidad and Tobago's key development challenges are in the areas of public sector governance, human capital development, particularly in the education and health sectors, and structural constraints including crime and violence, dependency on the energy sector, mobility and traffic congestion and limited incentives for entrepreneurship.[279] The status of women in Trinidad and Tobago is comparable to that of many middle-income developing nations with respect to most social indicators, including life expectancy, maternal mortality, education, and general wellbeing. The 2014 Global Gender Gap Report ranked Trinidad and Tobago 49th out of 142 countries, with a strong showing in economic participation, education, and health and survival.[280] Trinidad is ranked 44th in the world in terms of the number of women in parliament with 31% (4th among MCO countries behind Grenada, Guyana and Suriname). It also has one of the lowest rates (below 50%) of teenage fertility in the LAC region.[281] The National Policy on Gender and Development was updated in 2018 from a draft version compiled in 2009 and informs the country's gender policy framework. Trinidad and Tobago ratified the Belém do Para Convention in 1996 and recently completed its country report for the Review of the Beijing Declaration and Platform for Action (Beijing+25) for the 2014-2019 period.

Gender-based violence, particularly IPV and incest, is an ongoing challenge in Trinidad and Tobago. The number of reported cases of sexual offences and domestic violence has been constantly increasing in the last few years (from 2018 report). The legal architecture to address VAWG in the country is robust. As with all citizens, the rights of women to be safe from personal harm and threat are generally enshrined in criminal law. However, the inefficacy of law enforcement and the lack of appropriately trained police officers continue to be major stumbling blocks for survivors of GBV. Further, the judicial system is plagued with inordinate delays, high costs associated with attorney and appeal fees, inconsistent bail matters, and witness reliability. Trinidad does not appear to have a National Action Plan to address VAWG (only 2 of 33 independent states in the LAC, along with St. Lucia, do not have this in place).[282] The Gender Affairs Division of the Office of the Prime Minister (Gender and Child Affairs) is responsible for gender policy.[283]

[276] https://www.unicef.nl/media/1359112/sint_maarten_sitan_public_version__28english_29.pdf
[277] https://www.tt.undp.org/content/trinidad_tobago/en/home/about-us/trinidad-and-tobago.html
[278] https://data.worldbank.org/indicator/EN.ATM.CO2E.PC?most_recent_value_desc=true
[279] https://publications.iadb.org/publications/english/document/Development-Challenges-in-Trinidad-and-Tobago.pdf
[280] Pemberton and Joseph, *National Women's Health Survey for Trinidad and Tobago*.
[281] https://data.ipu.org/women-ranking?month=11&year=2019
[282] https://oig.cepal.org/sites/default/files/from_commitment_to_action_policies_to_end_vaw_in_latin_america_and_the_caribbean.pdf
[283] Pemberton and Joseph, *National Women's Health Survey for Trinidad and Tobago*.

ANNEX 2 – LIST OF PROGRAMMES AND PROJECTS

COLOUR CODE	EVAW	WEE	WLDM	Normative/- GNP	Data	DRR
	Joint Programmes are marked in gray					
	Trust Fund Programmes are marked in light pink					
	FGE projects are marked in yellow					

Where projects show two colours, they relate to two areas of work.

	Dates	Project / Programme name	Short Name	Countries involved	UNCTs	Main objectives / process	Rights holders	Evaluation	JP	Key partners	Fund source	Budget
1.	2005-2012	Partnership for Peace – A Domestic Violence Intervention (Part of Access to Justice)	PFP	Barbados, Belize, British Virgin Islands, Grenada, Jamaica, St. Lucia, Trinidad and Tobago.	Barbados Belize TnT	Behaviour change psychoeducational programme implemented by Courts and Governments. Men convicted of DV are required by Courts to undergo the programme 16-session curriculum to support men achieve a violence free lifestyle Reviewed in 2019 for information on how the programme had been sustained in all countries	NGOs Judiciaries Men Women partners of violent men	2019 Review for sustained status	No	MoEmpowerment and Gender Affairs, Barbados Women's dept in MoEmpowerment and Social Development, Belize MoJustice, Belize MoGender Affairs, St Lucia Bender Bureau, BVI Legal Aid and Counselling Clinic (LACC), Grenada	Go Iceland CIDA	CIDA, 91497 GoI (Italty) 100000
2.	2008-2012/14	Strengthening State Accountability and Community Action to EVAW (Under Access to Justice)	State Accountability and Community Action	Antigua and Barbuda, Belize, Grenada, Jamaica, St Kitts and Nevis	Barbados Belize Jamaica	- Support to NAPs for GBV - reviewing DV laws - Changes to legislation and GBV protocols	Survivors of violence WG vulnerable to violence	Under regional Access to Justice	No		Go Spain	397573
3.	2011-2015 (continuity with UNIFEM work)	Access to Justice to end VAWG	Access to Justice	Anguilla, Antigua and Barbuda, Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Dominica, Grenada, Guyana, Jamaica, St Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos.	Barbados Belize Guyana Jamaica TnT	Overall objective to reduce impunity - Develop regional level tools - Convene rule of law actors at regional level for analytical work and capacity development - Regional policing institutions capacity - Some countries followed up with police and courts - MoU with CCJ 2015 for longer term work beyond GBV - CEDAW portfolio work - 5 countries NAPS for GBV -Revised DV laws 3 countries	Survivors of violence (Judiciary personnel; police)	Regional Evaluation – Caribbean Case study ? 2015	No	E. Caribbean Supreme Court CARICOM Secretariat Caribbean Court of Justice Eastern Caribbean supreme Court Caribbean Association of Judicial Officers Caribbean Association of Women Lawyers Regional Police training Centre		

#	Year	Title	Type	Country	Country 2	Description / Outcomes	Beneficiaries	Evaluation	Eval?	Partners	Donor	Budget
4.	2011-14	State Response to End Violence Against Women: Implementation programme	Legislative and Policy Reform	Grenada	Barbados	Outcome 1: Effective enforcement of legislation using a comprehensive multi-disciplinary response mechanism Outcome 2: Increased number of persons accessing the available services Outcome 3: Reduced level of cultural tolerance for violence against women and girls	55593 primary 56185 secondary			Ministry of Social Development Legal Aid and Counselling Clinic Grenada National Organisation of Women		674172
5.	2012-13	Social mobilization for prevention of VAWG	Social Mobilization I						No			
6.	2013-2015	Strengthening prevention approaches for ending GBV	Strengthening Prevention						No		Maria Holder Trust	88000
7.	2014-18	Social mobilization to End GBV in the Eastern Caribbean (Antigua/Barbuda; Dominica; Grenada	Social mobilization II	Antigua/Barbuda; Dominica; Grenada	Barbados	- national and community level strategies to challenge social behaviours re gender discrimination / unequal power. - dialogue on root causes of GBV - community led activism; capacity building of networks - girl and women only spaces - social advocacy - public education on rights and services	- (potential) victims of violence - community based groups and networks	Evaluation 2019	No	Mo Soc Dev and Housing + LACC Grenada; Antigua: Police Women Against Rape; Gender Affairs Bureau, Dominica		WAR: 30300 MoSDH: 49875 LACC 50000 GAB 60000
8.	2013-16	Expanding Gains to Decrease and Prevent Violence against Women in the context of HIV and AIDS	VAW and HIV/AIDS	Jamaica	Jamaica	To improve strategic information on VAW and HIV Increase access to SRH services for Women and Girls infected and affected by HIV Empower women and girls differentially affected by HIV (including HIV positive women, female sex workers; lesbian, bisexual and transgender women; and women and girls with disabilities) to claim their rights Train law enforcement services and CSO service providers to support advocacy efforts for the protection and fulfillment of human rights of women and	WLWHIV/AIDS 515 LBT women 107 Female sex workers 368 Women/girls with disabiltiy 100			**Jamaica AIDS Support for Life** Caribbean Vulnerable Communities Coalition National HIV/STI Programme Jamaica Network of Seropositves Eve for Life Jamaica Community of Positve Women Jamaica Forum for Lesbians, All-Sexuals and Gays	UNTF EVAW	505115
9.	2013-16	Implementation of the National Strategic Action Plan to End Gender-based Violence	Implementation of GBV NAP	Antigua and Barbuda	Barbados	Implementation of the NAP	Primary 20650 = sex workers WLWHIV Survivors of violence			**Directorate of Gender Affairs** Directorate of Gender Affairs		

#	Year	Title		Location	Country	Description	Beneficiaries			Partners	Funder	Amount
							Secondary 61300			Ministry of National Security, Immigration and Labour Royal Police Force Caribbean HIV AIDS Alliance, Women Against Rape (WAR) Ministry of Health and Social Transformation Office of the Director of Public Prosecutions Women of Antigua Walking Into Walls Pan-American Health Organisation (PAHO) AIDS Secretariat Ministry of Legal Affairs Ministry of Information, Telecommunications and Broadcasting		
10	2015-16	Addressing sexual violence and STI spread on campus	Sexual violence and STIs on campus	Jamaica	Jamaica	- increase in reporting of GBV/sexual violence on campus, HIV/AIDS psychosocial community-based tools	- young women and girls	No	No	UWI		
11	2016	Strengthening capacity to EVAWG in OECS through HeforShe	HeforShe	OECS - Dominica, Barbados, Grenada, Antigua and Barbuda (rural/urban mix)) and Guyana	Barbados Guyana	- engagement of men, boys and faith-based orgs in primary prevention - behaviour change	- men and boys - women and girls	No	No	? CARIMAN	GoCanada Fund / HeforShe	50000 CAD
12	2016-19	Preventing violence through creating safer schools and communities	Safer schools and communities	Guyana	Guyana	Female adolescents are more able to protect themselves from SGBV through knowledge and improved attitudes towards their rights in three (3) schools in two Communities Education professionals and community service providers in the 3 schools enhance prevention and response to SGBV for students in 3 schools through improved protocols and procedures including effective referrals and access to psycho-social support	Survivors of violence Adolescents 10-19 Men and boys Community based groups Educational professionals Primary beneficiaries: 480	Final evaluation April 2019		**Help and Shelter** MoE MoLHSSS Guyana Legal Aid Clinic Guyana Police force CPA MoH Red Thread	UNTF EVAW	99950
13	2016-2019	Gender Mainstreaming in the Judicial	JURIST	Regional – JURIST pilot in Belize, Guyana, Trinidad and	Barbados Belize Guyana	- Integrate gender equality principles in the implementation of JURIST, which seeks to improve court administration and justice by	Survivors of violence	No	No	CCJ; CAJO	Caribbean Court of	CCJ 295380

	No	Year	Title	Type	Participating countries	Countries	Description	Target group	Evaluation	Agencies	Partners	Donor	Budget
			reform and Institutional strengthening project		Tobago, Barbados, Jamaica (Antigua and Barbuda)	Jamaica TnT	strengthening the ability of courts and judiciary to resolve cases effectively and fairly Phase 1: building skills and networks of CCJ to lead future gender responsive judicial education initiatives. Sexual Offences model court – Antigua and Barbuda -South-south exchange South Africa	Women applying to civil courts Court officials, judiciary					Justice Fund G.o Canada
	14	2018	Foundations Programme:	Founda tions Progra mme			- prevention approaches to address GBV - 12 module training in schools and communities	Young people 13-24	No				Maria Holder Trust
	15	2019/20-22	Spotlight Initiative to EVAWG - Caribbean	Spotlig ht	(Belize) Grenada Guyana Jamaica Trinidad and Tobago	Barbados Guyana Jamaica TnT (Belize)	- Focus on IPV - 6 pillars: 1 – Policies and legislation 2 – Institutions 3 – Prevention 4 – Services 5 – Data 6 – Women's movement and Civil Society	**Belize** direct 117645 indirect 322453 **Grenada** direct 33457 indirect 78502 **Guyana** direct 148428 indirect 519498 **Jamaica** direct 640965 indirect 2723667 **TnT** Direct 14481 indirect 395153	Not yet	**All:** UNDP UNICEF **Belize** UNFPA **Grenada** PAHO **Guyana** UNFPA **Jamaica** UNFPA **TnT** PAHO/WHO UNFPA	Several, see 'At a glance' sheets UNW 'associate' for Belize 'recipient' for all others UNW role: Grenada lead pillars 3 6 Guyana lead pillars 3 6 Jamaica lead pillars 5 6 TnT lead pillars 1 2 6	EU	All agencies : **Belize** 4432482 UNW 0 **Grenada** 3374419 UNW ph1: 707788 **Guyana** 4105441 UNW ph 1: 895358 **Jamaica** 10929600 UNW Ph1: 1804234 **Tnt** 5730,210 UNW Ph1: 862533
	16	2012-13 (?began 2004)	Gender sensitive social protection	Social Protect ion	Grenada St Kitts & Nevis Barbados	Barbados	Atlas list: Child Support, Poverty and Gender Equality in the C'bean - social safety net policy support in E. Caribbean				Grenada Mo soc Dev St Kitts – M o Community Dev Barbados – Family Law Council	? IDRC	337844
	17	2012-13	Green livelihoods and entrepreneur opportunities				- Women's rural / agro enterprises engaged in green economy initiatives in 4 countries						
	18	2012-14/15	Domestic Worker / Decent work policies and	Domes tic	Jamaica, Antigua and Barbuda, Barbados	Barbados Jamaica	- support to ratification of ILO Convention 189 on DW - Baseline legislation exercises	Domestic workers	ILO 2015 evaluation of Decent	MoU ILO	Caribbean Domestic Workers' Network		

#	Year	Project	Theme	Location	Direct	Activities	Target groups	Evaluation	JP	Partners	Donor	Budget
		practices (under Access to Justice)	Worker s			- CSO engagement for promoting implementation of Decent Work - Strengthening Caribbean Domestic Workers' Network		Work in Caribbean, but little mention of UNW		Jamaica Household Workers Association Antigua Trades and Labour Union Barbados Workers Union Jamaica Ministry of Labour Institute for Gender and Development Studies		
19	2013-16	Enhancing Equity - social protection floor for poor and disadvantaged	Social Protect ion - Enhanc ing Equity	Barbados and OECS	Barbados	- support govt to establish social protection floors - child gender responsive social protection legal and policy frameworks - national capacity in social protection, M&E, labour market programmes = GRB for social protection		? under UNICEF evaluation	JP UNICEF UNDP ILO			1398300
20	2014-15	Social Protection on FHHs in Eastern Caribbean	Social Protect ion - FFH	Eastern Caribbean	Barbados				JP UNICEF			
21	2017	Gender and child responsive social protection	Social Protect ion – gender and child	Antigua and Barbuda "Board of Guardians' programme	Barbados	- skills development in Ministry for cash transfers - data collection capacity (mobile handheld devices)		2018 UNICEF evaluation of St Kitts work mentions UN women	JP UNICEF			
22	2018-20	WIN WIN: Gender Equality Means Good Business	WIN WIN	Jamaica - regional	Jamaica	- expanding women led business through networking platforms – EU and LAC. - gender sensitive engagement from companies to support SDGs - capacity strengthening, monitoring, reporting commitment (WEPs etc) - knowledge exchange	Women entrepreneurs Women employees Private sector companies Businesswom en associations Employer orgs	Current evaluation Part of 'Study and good practices on JPs in which UNW participates in LA and Caribbean'. Regional WEE evaluation current	ILO Regional	CARIFORUM Car Network of Women in Business; UWI	EU	Total regional 9000000 Jamaica: 655,758.00
23	2019-22	Building effective resilience for human security in Caribbean -	Buildin g Effectiv e Resilien ce	Direct support Antigua & Barbuda, Barbados, Dominica, Grenada and Saint Lucia Regional programming: Regional Programming: Belize, Bahamas, Guyana, Jamaica,	Direct: Barbados Indirect: Barbados Belize Guyana Jamaica	WEE in agriculture and fisheries Pilot and demonstration activities Policy reform Small grants for livelihoods development	Smallholder women farmers Small fisheries entrepreneurs National gender	Regional WEE evaluation current	JP FAO ILO UNDP	DFID Mo Agriculture GE depts / focal points	UNTF for Human Security; GAC (EU; CDB)	1,02773 5

				Montserrat, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago.	TnT Suriname		machineries + focal points				
24	2009-13	Gender Equality in the Context of HIV/AIDS	Gender mainstreaming HIV/AIDS	Jamaica Barbados Trinidad and Tobago Suriname	Barbados Jamaica TnT Suriname	- human rights training for health + education sector personnel - Caribbean Coalition of Women and Girls – HIV+ women in leadership and advocacy -Mainstreaming into NSP on AIDS		1 of 17 countries of Corporate Evaluation of GNP	No	National HIV/STI Programme Jamaica AIDS Support for Life Trinidad and Tobago: IGDS Barbados: UWI HIV response programme Suriname – Stichting Ultimate Purpose	EU	497530
25	2009-13	Strengthening the Cbean Coalition of Women and Girls on HIV	HIV Coalition	Jamaica, Haiti, Grenada, Guyana, and Tobago).	Barbados Guyana Jamaica TnT	Enhanced leadership advocacy and business dev. Capacity of HIV+ women and women's organisations		1 of 17 countries of Corporate Evaluation of GNP	No	Grenada: Hope Pals Network Guyana: G+ Network Jamaica: JASL Tobago@: Family Planning Association of TnT; YWCA	UNDP	100469
26	2010-16	Halting and Reversing the Spread and Effects of HIV/AIDS	TIDES HIV/AIDS	Trinidad and Tobago	TnT	- Building young women's leadership an empowerment as key to halting and reversing spread and effects of HIV/AIDS			No		Tides Foundation	110377
27	2012-13	GRB	Gender audit	Grenada Jamaica	Barbados Jamaica	- Gender performance audit of national budget				Grenada – Division of Gender and Family Affairs; GNOW Jamaica: BWA; WROC		
28	2012-13/ 2014-16	UNAIDS UBRAF on HIV/AIDS + UNAIDS Sex Worker Project	GNP+HIV/AIDS	Jamaica	Jamaica	2018 – vulnerable young women, 2 parishes, skills to engage in decent work; support adherence to treatment and prevent GBV		JP UNAIDS		Jamaica AIDS Support for Life	UNAIDS / UBRAF	1) 553592 2) 112251
29	2014-17	Monitoring the Status of Women and Men	Multidimensional Poverty indicators							CARICOM and OECS		
30	2015-16	Trin and Tob: National Gender Policy	TnT NGP	Trinidad and Tobago	TnT							
31	2018-20	CEDAW, CSW support, Beijing+25 support	Normative Frameworks			- Support to reporting processes	CSOs Women	No		Women's machineries CSOs	?Core Outcome 6	

#	Year	Project	Short name	Countries	Countries	Description		Y/N	Partner	Org	Donor	Amount
32	2014-15	Pilot Model: National Prevalence Surveys on GBV		Regional		- adapted WHO survey methodology					CARICOM	CIDA	29846
33	2016	Women's Health survey	Jamaica WHS	Jamaica	Jamaica					STATIN	IDB	
34	2016-17	GEI pilot	GEI pilot	Dominica, Jamaica, Grenada, Suriname	Barbados Jamaica Suriname					CARICOM		
35	2017	Gender responsive citizen security	GRCS	Guyana Jamaica; OECS/Barbados; Trinidad and Tobago	Barbados Guyana Jamaica TnT				JP UNDP			
36	2017-19	Regional Training in the CARICOM Model for National Prevalence Surveys	CARICOM ToT	Regional		Nationally representative estimates of IPV and non-partner violence prevalence - comparable data across countries		No	JP UNDP	CARICOM	CDB	153600
37	2017-19	Technical Assistance for pilot of CARICOM model for National Prevalence Survey, Grenada	Grenada Prevalence Survey	Grenada	Barbados	Nationally representative estimates of IPV and non-partner violence prevalence		No	JP UNDP		IDB Go Grenada	GoGrenada 241580 From interim report: 186,932.88
38	2018-19	Trinidad and Tobago Prevalence Survey	TnT Prevalence	Trinidad and Tobago	TnT	Nationally representative estimates of IPV and non-partner violence prevalence		No		IDB Quantitative UNW Qualitative	IDB	
39	2018-19	Guyana Prevalence Survey pilot	Guyana Prevalence Survey	Guyana	Guyana	Nationally representative estimates of IPV and non-partner violence prevalence				UNDP; IDB		250000
37	2018-22	Strengthening Methodologies + Measurement + Building National Capacities for Violence Against Women Data	WHO Global	Jamaica	Jamaica	Quality, comparable data on different forms of violence against women are available and collected over time to address national data gaps and meet policy and reporting commitments under the SDGs, CEDAW and the Beijing Platform for Action User-producer dialogues in Jamaica re. use of Women's health Survy for implementation of NSAP – eg targeting boys schools, adressing drop out, girls fertility rates.			WHO Global			UNW 2599436
40	2009-13	Advancing Transformational Leadership for Gender Justice	Transformational	St Vincent, Grenada, TnT + 3	Barbados TnT	- institutional support to Caribbean Institute for Women in Leadership ((CIWIL) Young women leaders initiative / Network - Institutional support for CARIMAN					UN Democracy Fund	374884

			Leader ship				- Port of Spain consensus on Transformational Leadership					
41	2010-13	Jamaican Women economic and political empowerment: the way out	The Way Out	Jamaica	Jamaica		- Support to GoJ for implementation of National Policy for Gender Equality - increase economic and political influence of women in public and private sector orgs - Alternative Dispute Resolution for behaviour change in gender relations	(gov officials; private sector orgs) - women leaders in public and private sector - unemployed and underemployed women	Self-evaluation 2013 Final evaluation 2014	No	BGA Jamaica; Dispute Resolution Foundation	FGE fund Go Jamaica	1729537 GoJ 1250000
42	2013-14	Women's Transformational political leadership at local and national levels in Trinidad and Tobago	Transfo ramati onal Leader ship TnT	Trinidad and Tobago	TnT		- Foster stronger civic and multi-sectoral engagement at the local and national levels - Develop women's Political Capacity - learn the rules, use the rules and change the system	Tnt 700 targeted	TnT evaluation 2015		Network of NGOs of Trinidad and Tobago for the Advancemen of Women	FGE	330000
43	2013-2015	PowHerhouse project –	PowHe r house	Jamaica	Jamaica		Improved access to quality information about national and regional gender equality policy instruments and programmes for women's political empowerment Women ages 15-35 utilizing media to promote women's leadership in Jamaica Gender aware advocacy for women's and girls' leadership at the highest levels of decision-making within educational and civil society bodies	Approx 5000 direct 9000 indirect Women poised for leadership in groups and commuities.		Evaluation 2015	**Women Media Watch / WMW jamaica** Young Women Leadership Initiative 51% Coalition Panos Caribbean	FGE Fund	200000
44	2011-15	Advancing Parliamentary Leadership in Community Dialogue	Parliam entary Leader ship				? 2012 pre-election capacity building for women parliamentarians, candidates and GE advocates - Mentorship programme Advocacy programmes; support to CSOs for monitoring political parties.					UNDP	75519
45	2015	Political Parties, gender equality	Politica l parties	Jamaica	Jamaica		- strengthening Jamaican Women's Parliamentary Caucus - Work with parties - Strengthening CIWIL as regional network - Women's role as a constituency		No		CIWIL 51% Coalition		
46	2016	Parliamentarians SDGs consultation											

47	2017-18	Emergency Gender Responsive Protection Services to survivors of Hurricane Irma in the Caribbean	Irma Response	Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	Barbados Belize Guyana Jamaica Suriname	- support to national machineries to participate in emergency response - distribution of dignity kits - prevention of VAWG in shelters; referral system of GBV - smallholder women farmers production tools (Dominica) - consultations on integrating gender in DRR		No	UNOCHA UNDP UNICEF UNF; WFP	Shelter National machineries eg Antigua + Barbuda	CERF fund - UNOCHA	248975
48	2019-23	Enabling Gender Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean	EnGenDER	Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	Barbados Belize Guyana Jamaica Suriname	- improved climate resilience for women and girls and vulnerable populations - Advance NAPS esp sectors with greatest impact on women and girls - support representation of needs of most vulnerable in planning - support gov capacity for GR inter-sectoral access to climate finance - strengthen GR recovery mechanisms and plans	Women, girls Most vulnerable CSO networks	Part of 'Study and good practices on JPs in which UNW participates in LA and Caribbean'	JP - UNDP lead WFP	CDEMA National and local govts UWI Caribbean youth environment network Farmer associations	GoCanada DFID	Total regional 15300000 UNW? 1014000 DAMS: 997920

ANNEX 3- PUBLICATIONS TABLE

Publication Name	Year	SN 2018-2021 Thematic Area	Publication type
CEDAW for All (Creole)	2011	WEE	Manual
Barbados: Teens, Sex, and HIV	2011	HIV/AIDS	Research brief
Suriname: Love, Sex, Marriage and HIV	2011	HIV/AIDS	Research brief
Trinidad and Tobago: Sexual Culture and HIV	2011	HIV/AIDS	Research brief
Caribbean Joint Statement on Gender Equality and the Post 2015 and SIDS Agenda	2013	WEE	Position paper
Vocabulary of key words and concepts related to gender-based violence; Animation guide for awareness raising on ending violence against women	2014	EVAW	Manual
Case Study on The St. Lucia National Eligibility Test	2014	WEE	Report/Case Study
Considerations in Using Proxy Means Tests in Eastern Caribbean States	2014	WEE	Report & Policy Brief
Financial Support for Single Parents in Caring for Their Children: Private Child Support and Social Assistance	2015	WEE	Report
Gender Aware Beneficiary Analysis of Saint Lucia's Public Assistance Programme	2015	WEE	Report
Conditional Cash Transfers: Learning from The Literature	2016	WEE	Full Report & Policy Brief
Gender and Labour In St Lucia: Evidence from Household Surveys (Full Report)	2016	WEE	Report
Gender and Labour In St Lucia: Evidence from Household Surveys: A Policy Brief	2016	WEE	Policy Brief
Making social protection gender-responsive: Lessons from UN Women's work in the Eastern Caribbean	2017	EVAW	Policy Brief
Women's Health Survey 2016- Jamaica Summary Report	2018	EVAW	Summary Report
Women's Health Survey 2016- Jamaica	2018	EVAW	Full Report
National Report on the Status of Women and Men	2018	WEE	Report & 2-page Factsheets
CEDAW Made Easy - Question-Answer Booklet	2018	WEE	Manual
Foundations Programme: Strengthening Prevention Approaches to Address Gender-Based Violence In the Caribbean	2018	EVAW	Brochure
National Women's Health Survey for Trinidad and Tobago, 2017, Final Report	2018	EVAW	Final Report
Summary: National Women's Health Survey for Trinidad and Tobago, 2017	2018	EVAW	Summary Report
Gender-Based Violence in Trinidad and Tobago	2018	EVAW	Report
Gender Responsive Budgeting: A Tool for Enhancing Parliamentary Oversight and Accountability	2019	Normative	Guide/Toolkit
Status of Women and Men Report: Productive Employment and Decent Work for All	2019	General	Report
Summary Report- Status of Women and Men Report: Productive Employment and Decent Work for All	2019	General	Summary Report
Producing SDG Indicator 5.4.1: Basic Guide for CARICOM National Statistics Offices	2019	General	Manual/Guidelines
Producing SDG Indicator 5.4.1: Guidance for Caribbean Countries	2019	General	Report
Mutually Supporting Priorities: The CARICOM GEI and the SDGS	2019	General	Research Brief; List of GEIs.
Guyana Women's Health and Life Experiences Survey Report	2019	EVAW	Survey Report
Women's Health and Life Experiences: A Qualitative Research Report on Violence Against Women in Guyana	2019	EVAW	Research Report

Videos	Year	SN 2018-2021 Thematic Area
[Various Artists Say NO to Violence against Women (UNiTE PSA). 22 videos.](#)	2014	EVAW
[UN Women participates in One Billion Rising in Barbados](#)	2014	EVAW
[Interview with Sannia Sutherland, Director of Prevention for Jamaica's National HIV/STI Programme](#)	2014	HIV/AIDS
[Sistren Theatre Collective - Jamaica (UN Trust Fund grantee)](#)	2014	EVAW
Partnerships with Caribbean Women Towards Food Security and Sustainable Livelihoods	2014	WEE
[Gender Responsive Budgeting](#)	2015	WEE
[Jamaica Rwanda South South Dialogue](#)	2016	Normative
[Experiences of Women's Political Empowerment – Jamaica Rwanda South South Dialogue](#)	2016	Normative
[Closing the gender data gaps](#)	2016	General
Share the Care (3 videos)	2016	General
[Step It Up – End Gender-Based Violence in the Caribbean- Documentary](#)	2018	EVAW

Resource Name	Publication Type	Brief Description
Caribbean Culture, Gender and HIV/AIDS	Public Education Materials (posters, radio/tv advertisements)	UN Women, with technical support from the Caribbean Broadcast Media Partnership (CBMP)'s Live Up Campaign and funding support from UK AID, has developed public education materials which include a poster series and public service advertisements for TV and radio to raise awareness on the importance of gender equality for halting and reversing the HIV epidemic in the Caribbean.
Share the Care	Poster Series	UN Women's Share the Care campaign highlights the importance of shared family responsibilities between fathers and mothers, men and women for child development and gender equality.
		The need for such a campaign was reinforced by findings from research undertaken in Barbados and Trinidad and Tobago on 'Child Support, Gender Equality and the Administration of Justice". That study which received funding support from the International Development Research Centre (IDRC) examined how the courts and social services treated child support matters, highlighted the extent to which the unequal burden of care which women carried was related to poverty of households headed by single women.

ANNEX 4 – STAKEHOLDER LIST

		Outcome (current SN)	Work Theme	SP 2011-13	SP 2014-17	SP 2018-21	Country/IES	Details
Government	National Gender Machineries (22 countries)						All	All: technical support; quarterly meetings Specific offices for some work programmes, see below
	National Statistics Offices,	Outcome 1.1	Global norms		✓	✓	Dominica, Grenada, Jamaica for GEI and tools for implementation	Technical training and finance
	Statistical Institute of Jamaica / STATIN		Statistics		✓		Jamaica	Jamaica Women's Health Survey Prevalence Survey 2018
	Climate Change Ministries	Outcome 3	EVAW			✓		
	National Disaster Offices	Outcome 1.1; 4.1	Global norms DRR			✓		
	Ministries of National Security,	Outcome 3.1	EVAW					
	Ministry of Planning/Finance	Outcome 1.1	Global norms					
	Ministries of Gender/Social Development and Planning	Outcome 1.1	Global norms					
	Ministry of Empowerment and Gender Affairs, Barbados		EVAW	✓		2019 PFP review	Barbados, British Virgin Islands, Barbados, Jamaica, Trinidad and Tobago, St Lucia, Belize and Grenada	Carrying out PFP programme post-close in 2012
	Ministries of Agriculture	Outcome 2.1	WEE			✓		
	Ministries of Education	Outcome 3.1	EVAW			✓		
	Ministries of Health	Outcome 3.1	EVAW			✓		
	Min of Health Antigua		EVAW		✓		Antigua	
	Min of Social Development and Housing		EVAW		✓		Grenada	Social Mobilization to end GBV 2014-17
	Bureau of Gender Affairs (BGA)				✓		Dominica	?
	Bureau of Gender Affairs (BGA)		WEE			✓	Jamaica	WIN-WIN (among others)
	Bureau of Gender Affairs			✓			Barbados	
	Women's Dept in Min of Emp and Soc Dev		EVAW	✓		2019 PFP review	Belize	PFP partner
	Ministry of Justice		EVAW	✓		2019 PFP review	St Lucia	PFP partner

Regional Governance / CSO	Partner	Outcome	Theme				Country	Description
	Ministry of Gender Affairs		EVAW	✓		**2019 PFP review**	Barbados	PFP partner
	Gender Bureau, BVI		EVAW	✓		**2019 PFP review**	BVI.	PFP partner
	Bureau of Women's Affairs (BWA) Jamaica		WEE/WLDM	✓			Jamaica	2010-13 'Jamaican Women economic and political empowerment - the way out'
	CARICOM	Outcome 1.1;	Global norms EVAW		✓		Dominica, Jamaica, Grenada, Suriname pilot GEI 2016-17	MCO supporting reorganization of gender mainstreaming Secretariat partnership for Access to Justice - legislative models (till 2015) Development of GEI indicators with Secretariat (2016)
	Caribbean Disaster Emergency Management Agency CDEMA	Outcome 1.1; 4.1	Global norms DRR			✓	EnGenDER: Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	Partner, EnGenDER
	Caribbean Export Agency	Outcome 2.1; 2.2	WEE			✓	Jamaica	WIN-WIN
	Caribbean Forum of the African, Caribbean and Pacific Group of States (CARIFORUM)		WEE			✓	Jamaica	WIN-WIN
	African Caribbean and Pacific Group (ACP),		WEE					WIN-WIN
	Caribbean Court of Justice (CCJ),	Outcome 1	Global norms EVAW		✓	✓		Access to Justice - knowledge exchange and capacity JURIST project - Judicial Reform and Institutional Strengthening) - executing agency
	Belize Supreme Court			✓				
	Supreme Court of Guyana			✓				
	Caribbean Association of Judicial Officers (CAJO),	Outcome 1	Global norms EVAW		✓	✓		Access to Justice - knowledge exchange and capacity building supported strategic planning 2014 (Bahamas, Guyana)
	Caribbean Association of Women Judges (CAWJ)		EVAW		✓	✓	Belize, Guyana, Trinidad and Tobago, Barbados, Jamaica	JURIST
	Eastern Caribbean Supreme Court ECSC		Global norms EVAW		✓			Secretariat partnership for Access to Justice - legislative models (till 2015)
	OECS Organisation of Eastern Caribbean States		Global norms EVAW		✓			
	Caribbean Association of Women Lawyers		EVAW		✓			
	Caribbean Association of Statisticians		Statistics					
	Caribbean Association of Domestic Workers		WEE	✓	✓			

	Organization	Outcome	Theme				Countries	Notes
	ECLAC - Gender Equality Observatory of ECLAC for Latin America and the Caribbean		EVAW			✓	Belize, Grenada, Guyana, Jamaica, Trinidad and Tobago (Haiti)	Spotlight partner (2019)
	OECS secretariat						Eastern Caribbean	
	Caribbean Network of Women in Business		WEE			✓	Jamaica	WIN-WIN collaboration - EWPS Forum Brazil
	Caribbean Natural Resources Institute (CANARI)		DRR			✓	Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	EnGenDEr
	Commonwealth Judicial Education Institute		EVAW			✓		JURIST partner Phase 2
	Caribbean Network of Rural Women Producers (CANROP)		WEE				Regional St Lucia	
UN	UNHCR	Outcome 4	DRR			✓		
	IOM	Outcome 4	DRR			✓		
	ILO	Outcome 2.2; 2.1	WEE		✓	✓	- Social protection Antigua and Barbuda, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and Barbados - Building Effective Resilience; Direct programming: Antigua & Barbuda, Barbados, Dominica, Grenada and Saint Lucia - Regional programming: Belize, Bahamas, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago.	WIN-WIN (Jamaica) building effective resilience 2013-15 JP on Social Protection in the Eastern Caribbean
	FAO	Outcome 2.1	WEE			✓		Building effective resilience to human security - GE and WEE in strengthened agriculture
	UNICEF	Outcome 3.1; Outcome 1	EVAW Social protection WEE		✓	✓	Belize, Grenada, Guyana, Jamaica, Trinidad and Tobago (Haiti) Enhancing Equity: Eastern Caribbean and Barbados, Antigua and Barbuda	SPOTLIGHT partner (from 2019) Partner in 2013-15 JP on Social Protection in the Eastern Caribbean JP 2017 gender and child responsive social protection.
	UNFPA	Outcome 3.1; Outcome 1	EVAW					
	Global Centre of Excellence, Mexico/ Gender Responsive Access to Justice		Global norms			✓		Technical expertise for statistics work
	UNODC	Outcome 3.1	EVAW					

Category	Partner	Outcome	Theme				Countries	Notes
	UNDP	Outcome 3.1; 2.2; 4; 1	EVAW WEE/social protection Statistics DRR Global norms		✓	✓	Trinidad and Tobago EnGenDER: Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname Social protection: Eastern Caribbean Prevalence Survey - Guyana Building Effective Resilience: Direct programming: Antigua & Barbuda, Barbados, Dominica, Grenada and Saint Lucia Regional programming: Belize, Bahamas, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago.	Expansion of gender responsive private sector project Lead in EnGenDER DRR project 2019 Grenada Prevalence Survey 2017 Guyana prevalence survey 2018- Partner in 2013-15 JP on Social Protection in the Eastern Caribbean Atenea JP SENDAI framework
	UNDP Gender Equality Seal staff		WEE			✓	Jamaica	Collaboration with WIN-WIN
	UN Resident Coordinators						Trinidad and Tobago, Suriname, Aruba, Curacao and St. Maarten	**Ms. Marina Walter** – UN RC Trinidad and Tobago, Suriname, Aruba, Curacao and St. Maarten
							Barbados and the Organisation of Eastern Caribbean States (OECS)	**Mr. Didier Trebucq** - UN RC Barbados and the Organisation of Eastern Caribbean States (OECS)
							Belize	**Mr. Christian Salazar** - UN RC Belize and El Salvador
							Jamaica, Bahamas, Bermuda, Cayman Islands and Turks and Caicos	**Mr. Bruno Pouezat** - UN RC Jamaica, Bahamas, Bermuda, Cayman Islands and Turks and Caicos
							Guyana	**Ms. Mikiko Tanaka** - UN RC Guyana
	OHCHR		EVAW			✓	Belize, Grenada, Guyana, Jamaica, Trinidad and Tobago (Haiti)	SPOTLIGHT partner (from 2019)
	WFP		DRR			✓		EnGenDER partner
Academic	University of the West Indies,	Outcome 2.1; 2.2; 3.1	WEE EVAW		✓	✓		Specialised agencies such as the Disaster Risk Reduction Centre and Centre for Climate Change 2015 partnership on addressing sexual violence on campus and spread of STIs
	UWI Institute for Gender and Development Studies		WEE			✓	Jamaica	Head of the Nita Barrow Unit Developing WED report for WIN-WIN EnGenDER partner
	UWI Centre for Resource Management and Environmental Studies (CERMES)		DRR			✓		EnGenDER partner
	UWI Mona Campus		EVAW	✓			Jamaica	Safety and sexual health - STIs HIVAIDS/ UBRAF funding
	George Washington University				✓	✓	Grenada, Jamaica	Prevalence Surveys
	Judicial Education Institute of Trinidad and Tobago (JEITT)		EVAW		✓	✓	Trinidad and Tobago	Colllaboration for JURIST project, Gender Equality Protocol for Judicial Officers
International / Donor	European Union,	Outcome 2.2; Outcome 1	WEE			✓	Spotlight: Belize, Grenada, Guyana, Jamaica, Trinidad and Tobago (Haiti) WIN-WIN: Jamaica	WIN-WIN Spotlight
	Eastern Caribbean Development Partners Group (ECDPG) on Poverty Reduction		Social protection				Social protection: Eastern Caribbean	Sub-regional partner hub for MSDF Social protection partner

	Partner	Outcome	Theme				Countries	Description
	PAHO		EVAW			✓	Belize, Grenada, Guyana, Jamaica, Trinidad and Tobago (Haiti)	Spotlight partner (2019)
	DFID		DRR			✓		Responsible for some areas of EnGenDER Partner in Resilience -WEE - Agriculture via EnGenDER
	ParlAmericas	Outcome 1	WLP/Global norms	✓	✓			Partner in women's leadership work 2016: website for Caribbean parliamentarians on GE Inter-Parliamentary forum on transformational leadership and women's political participation, Barbados
	Government of Canada		EVAW		✓	✓		Judicial Reform programme (JURIST)
	IISD: International Institute for Sustainable Development		DRR				Jamaica and Eastern Caribbean	Collaboration for implementation of Sendai Framework
	Fund for Gender Equality - multi donor		EVAW/WEE	✓				The way out funder
	International Women's Coffee Alliance		WEE			✓	(Jamaica)	supported women coffee producers Jamaica
	Caribbean Development Bank (CDB),	Outcome 4.1 Outcome 5 / 1	DRR Global Norms / GNP		✓	✓		resources for statistics work; Fund for CARICOM model Prevalence Survey ToT workshop
	IDB - Inter-American Development Bank	Outcome 3 Outcome 1	EVAW Global norms		✓	✓	Trinidad and Tobago Guyana Jamaica	Trinidad and Tobago survey 2018 Grenada prevalence survey 2017- Guyana prevalence survey 2018- Jamaica Women's Health Survey 2016 Jamaica Gender Parity Initiative
Police + Courts	INTERPOL	Outcome 3.1	EVAW					
	Association of Caribbean Commissioners of Police (ACCP) / Regional Police Training Centre (RPTC)	Outcome 3.1	EVAW		✓			Access to justice
	National courts		EVAW		✓	✓	Grenada, Barbados, Antigua and Barbuda, and Dominica – and potentially Jamaica	UN Trust Fund to end VAW
	Royal Antigua Police		EVAW		✓		Antigua	Social Mobilization to end GBV 2014-17
Private sector	Chambers of Commerce	Outcome 2.2	WEE					
	Jamaica Chamber of Commerce		WEE			✓	Jamaica	WIN-WIN - Brazil WEPS Forum attendance
	Private sector companies	Outcome 2.2	WEE					
	Export Agencies		WEE			✓	Jamaica	WIN-WIN
	Jamaica Manufacturers & Exporters Federation		WEE			✓	Jamaica	WIN-WIN
	CaribExport		WEE			✓	Jamaica	WIN-WIN
	Jamaica Employer's Federation		WEE			✓	Jamaica	WIN-WIN
	Island Grill		WEE			✓	Jamaica	WIN-WIN
	Flow Communications		WEE			✓	Jamaica	WIN-WIN
	Jamaica Women in Coffee JAWIC		WEE			✓	Jamaica	WIN-WIN - establishing Jamaica chapter of Alliance

	Name	Outcome	Thematic				Country	Notes
	Bureau of Gender Affairs		WEE			✓	Jamaica	WIN-WIN
	PROCOMM		WEE			✓	Jamaica	WIN-WIN
	Maria Holder Trust, Barbados		EVAW			✓		Foundations Programme - tool kid and training on gender for age 14-24
	Nestle-Jamaica		WEE			✓	Jamaica	WIN-WIN
CSAG	(not currently operational						Barbados, Jamaica, Suriname, Dominica, St. Lucia, Guyana, Trinidad and Tobago	
	Former CSAG						Grenada	
CSOs/CBOs:	Network of rural producers							Gia Gaspard Taylor
	CIWiL - Caribbean Institute of Women in Leadership	Outcome 1	WLP	✓	✓		? Belize	Inter-Parliamentary forum on transformational leadership and women's political participation, Barbados Institutional strengthening 2011-13
	Eve for Life:		EVAW		✓		Jamaica	Partner for 2014-17 GBV programme
	CariMAN - Caribbean Male Action Network		EVAW		✓		Trinidad and Tobago - Secretariat Grenada chapter Dominica	Network created through 2014-17 GBV social mobilization programme
	Women Against Rape (Antigua)		EVAW		✓	✓	Antigua	Partner for 2014-17 GBV programme Foundations Programme partner
	Legal Aid and Counselling Clinic		EVAW	✓	✓	✓	Grenada	Partner for 2014-17 GBV programme PFP partner Foundations Programme
	Dispute Resolution Foundation		EVAW	✓			Jamaica	2010-13 'Jamaican Women economic and political empowerment - the way out'
	Trinidad and Tobago Association of Women Judges		EVAW		✓	✓	Trinidad and Tobago	Collaborator in Gender Equality Protocol for Judicial Officers.
	Jamaica AIDS support for Life		GNP				Jamaica	UBRAF envelope fund -Joint Programme UNAIDS UBRAF on HIV/AIDS
	Caribbean Youth Environment Network national chapters		DRR			✓	Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	EnGenDER
	Association of Women in Agriculture		WEE		✓		Barbados	P.O. Box 346G, St. George, Barbados.
	Bahamas Crisis Centre			✓				
	Cecosida			✓				
	Creative Production Training Centre					✓		
	Dominica National Council of Women			✓				
	Equality for All Foundation Jamaica				✓			
	Eve for Life					✓		
	Family Planning Association of T Dad T			✓				

Grenada National Organisation of Women			✓				
Grencoda				✓			
C Bbean Assoc. For Feminist Research A			✓				
Caribbean Institute of Women in Leadership			✓				
Caribbean Natural Resources Institute			✓				
Caribbean Policy Development Centre			✓				
Caribbean Vulnerable Communities				✓			
Help Shelter			✓				
Jamaica Aids Support for Life				✓			
Jamaica Household Workers Association			✓				
Jamaica Information Service				✓			
Pinelands Creative Workshop			✓				
Rape Crisis Society of T Dad Tobago			✓				
The Barbados Youth Leadership Programme				✓			
The Competitiveness Company			✓				
Woman Incorporated Limited				✓			
Women Against Rape Inc.				✓			
Women S Resource Outreach Centre			✓				
World Young Women S Christian				✓			
Young Women S Christian Association			✓				

ANNEX 5 – UN WOMEN MCO CARIBBEAN MONITORING PLAN 2014 – 2021

Activity	Partners and stakeholders	Planned Dates (Month and year of start and end)	Budget	
			Source	Amount
Quarterly Reporting submitted to LAC Regional Office	Internal, based on programmatic reporting by implementing partners	5th Day of end of each quarter		
Bi-annual Indicator Tracking Tool updated	Implementing partners under the AWP	June and December of each year	Core	$10,000/per annum (consultant to support);
Annual Reporting – Corporate	Internal based on programmatic reporting by implementing partners;	January of each year		
Final Review and Report to Maria Holder Memorial Trust	Final Report to donor on GBV work in Antigua (Outcome 3.1)	May/June 2014		US$10,000
Monitoring Missions by Programme Staff of PCAs and LOAs issued in 2011-2013 AWP which must be closed off	Includes: Antigua and Barbuda (Government – Gender Bureau; Ministry of Labour); Bahamas (Gender Bureau; IICA); Barbados – Gender Bureau/Gov; Ministry of Labour; University of West Indies; Belize: Supreme Court; UNTF implementing partners; and UNCT; BVI: Gender Bureau; Dominica: National Council of Women; Government (Bureau and Ministry of Social Care);Grenada: Government – Ministry of Social Care; LACC; GLENCODA; GNOW; Guyana: Ministry of Social Care, Supreme Court, Labour; Jamaica – UNTF implementing partners, FGE implementing partners, Government partners, NGO partners and UNCT; ST Kitts: Gov – Gender Bureau; St. Lucia: OECS; SVG – Ministries of Social Care; Finance; Suriname: VIDS; T&T: FGE Implementing partners, Gov- Gender Bureau; Tobago House of Assembly; FPATT	TBD quarterly	Core and/or XB for FGE and UNTF	US$30,000
Programme Development, and monitoring of implementation under new Four-Year Strategic Plan	-Partners under Primary Prevention Programme for the Eastern Caribbean (TBD but expected – Grenada, SVG, St. Lucia, Antigua and Barbuda and Dominica); Partners for UN Joint Programme on Social Protection for Eastern Caribbean: SVG, Grenada, Dominica, Antigua and Barbuda; Jamaica – UN Joint Programme on GBV – regular monitoring and implementation visits – at least once a quarter; Guyana – Regular meetings with CARICOM; St. Lucia – Regular meetings with OECS Secretariat	TBD each quarter (and part of the above monitoring missions)		See Above
MONITORING PLAN 2016				
Monitoring of UNTF grants in Jamaica, Antigua and Barbuda and Guyana	JASL, Directorate of Gender Affairs, Antigua and Barbuda, Help and Shelter Guyana	March 2016	XB	9,000
Monitoring of Social Mobilization activities in implementation countries	LACC, WAR, MoSDH Grenada, Ministry of Social Development Dominica	June 2016	Core	10,000
Monitoring of National Strategic Action Plan Implementation in three countries	Women's Bureau – The Bahamas, Ministry of Social Services- Trinidad and Tobago, Ministry of Social Transformation St. Vincent and the Grenadines,	March to August 2016	Core	9,000
Monitoring of CSO participation in national and international level normative dialogues	CPDC	January – December 2016	Core	5,000
Annual Report	UN Women	December 2016		
Quarterly Reports	UN Women	January – December 2016		
MONITORING PLAN 2018 – 2021				
Monthly financial reports	Desk review	Finance Associate	ACRO	Monthly
CO quarterly Programme and operations monitoring and progress report	RMS	Programme managers	ACRO	Quarterly
Updating MERP	Gate System	Deputy Representative	ACRO	Quarterly
Annual Report AWP	RMS	Representative	ACRO	3rd quarter
Mid Term Review (SN 2018-2021)	Consultancy for Desk review/interviews	Representative/Deputy representative	ACRO/HQ Partners	3rd quarter 2019

Progress reports	Desk review		Representative/Project managers		According to Donor Agreement/monitoring matrix
Impact 2 Partner´s Capacity development for programme implementation	Partnership Guide for Strengthening Relationships		Representative	All partners	TBD

ANNEX 6 – REPORTING TABLE

DONER REPORTS AVAILABLE IN DAMS							
Donor	**Project Name**	**Project Dates**	**Interim/Quarterly/Annual report**	**Final report**	**Financial report**	**Dates of reporting**	**Details**
Gov of Canada	Development of a Pilot Model for Conducting National Prevalence Surveys on GBV	2014-2015	✗	✓	✓	2014-2015	
Maria Holder Trust Fund	Strengthening Prevention Approaches for Ending Gender Based Violence in the Caribbean	07.2013-04.2015	✗	✗	**partially available**	2015	Only available: Provisional Financial Donor Report for Period ended 31 May 2015
CCJ and DFATD	Phase I - Supporting Gender Responsive Strategies in the *Judicial Reform and Institutional Strengthening* (JURIST) Project	12.2015-09.2018	✓	✓	✓	2015-2018	Interim and final reports available
Gov of Canada	Strengthening capacity to end violence against women and girls in the OECS region through regional men's HeforShe Advocacy campaign	02.16-04.16	✗	✗	✓	2016	Only available: end of project financial report
UNDP	National Level Prevalence Survey of Gender Based Violence for Guyana	05.2017-11.2019	✓	✓	✓	2017-2019	6 quarterly reports available
CDB	Regional Training in the CARICOM Model for National Prevalence Surveys	07.2017-11.2019	✓	✗	✓	07.2017-01.2018	Financial report as included in the interim report
Gov of Grenada	Technical Assistance for the Piloting of the CARICOM Model for National Prevalence Surveys on Gender Based Violence in Grenada	08.2017-08.2018	✓	✗	✓	08.2017-01.2018	Financial report as included in the interim report
UNOCHA	Emergency Gender Responsive Protection Services to survivors of Hurricane Irma in the Caribbean	10.2017-06.2018	✗	✓	✓	2017-2018	Final report in the form of impact report
EU/ILO	WIN-WIN: Gender Equality means Good Business	01.2018- 12.20	✓	✗	✓	01.2018-12.2018	Annual report available
CARIBBEAN MCO ANNUAL REPORTS AVAILABLE IN RMS							
Annual Report		2014				2014	Annual Report against the AWP
Annual Report		2015				2015	Annual Report against the AWP
Annual Report		2016				2016	Annual Report against the AWP
Annual Report		2017				2017	Annual Report against the AWP

Annual Report		2018				2018	Annual Report against the AWP
Annual Report		2019				2019	Annual Report against the AWP

ANNEX 7 – EVALUATION TABLE

EVALUATIONS					
MCO Evaluations	**Included in MERP**	**Date Planned**	**Joint**	**Planned Budget**	**Completed**
UN Women Caribbean Partnerships with National Gender Machineries	YES	2012/2013	NO		?
Capacities of selected national and regional women's organizations	YES	2012/2013	NO		?
EVAW programming	YES	2012/2013	NO		?
Mid-Term Evaluation of the 4-Year Strategic Plan (2014-2017)	YES	2015/2016	NO	$50,000 (core)	YES, but converted to mid-term review in 2015
CERF Project Evaluations Dominica and Antigua and Barbuda	YES	2018	NO	$10,000	?
Thematic Evaluation of the EVAW Programme	YES	2018	NO	$35,000 (core)	?
Evaluation of UN Women MCO Caribbean's Social Mobilization Programme to end GBV in the Caribbean (2014-2017)	NO		NO		YES, completed in 2019.
Thematic Evaluation of Data and Statistics Programme	YES	2020	NO		PENDING
Thematic Evaluation of Access to Justice Programme	YES	2020	NO		PENDING
SN Mid-Term Evaluation	YES	2020	NO		PENDING
MCO Review and Assessments					
Mid-term Review of the MCO SN 2012-2013		2012	NO		YES
Regional Assessment of the Partnership for Peace (PfP) Violence Intervention Program	NO	2019			YES, completed in 2019 although not specified in any MERP
TF and FGE Evaluations					
Final Evaluation Way Out Project in Jamaica (FGE)	YES	2014	NO		YES. Cancelled due to administrative issues, completed as a self-evaluation in 2013
Final Evaluation related to the implementation of the National Action plan on GBV Grenada (UNTF)	YES	2014/2015	NO		
Final Evaluation PowHERhouse- Women's Media Watch (FGE)	YES	2015			
Final Evaluation Network of NGOS Women's transformational political leadership local and national levels project (FGE)	YES	2015			
Final Evaluation related to the implementation of the National Action plan on GBV Belize (UNTF)	YES	2015			
ACRO Evaluations					
Regional Evaluation on Access Justice as a preventive mechanism to end violence against women (2011-2015) (CASE STUDY THE ANGLOPHONE CARIBBEAN: A REGIONAL APPROACH TO A REGIONAL PHENOMENON)	YES	2016			
Regional thematic evaluation on women's political participation in Latin America and the Caribbean 2011-2014	NO	2015			
(Thematic) Regional Evaluation on Leadership and Political Participation in LAC (2011-2014) (Case Study: UN Women MCO-Caribbean. Mentoring in the Transformational Leadership Program)	NO	2015	NO		YES
Mid-Term Evaluation of the Regional Win Win Programme (ACRO)	NO	2019/2020			YES
Regional Evaluation on WEE in the Americas and the Caribbean Region	NO	2019/2020	NO		
Regional Evaluation on Norms and Standards for GEWE	NO	2019			
UN Women Corporate Evaluations					
Corporate evaluation of UN Women's contribution to women's political participation and leadership	NO	2018	NO		YES
Evaluation on the contribution of UN Women to prevent violence against women and expand access to services (Case Studies: Jamaica, Grenada)	NO	2014	NO		YES
UN Women's Contribution to Humanitarian Action	NO	2018/2019	NO		YES
Caribbean MCO Portfolio Evaluation	NO	2019/2020			INITIATED
UN System-wide Evaluation					
UNDAF Evaluation - Belize	NO	2017	YES		YES
UNDAF Evaluation - Guyana	NO	2015	YES		YES
UNDAF Evaluation - Jamaica	NO	2016	YES		YES

UNDAF MTR - Suriname	NO	2015	YES		YES
UN MSDF Evaluation	YES	TBD	YES	TBD	NO
Independent evaluation of the ILO's Decent Work Country Programme Strategies and Actions in the Caribbean 2010-2015	NO	2015	NO		

ANNEX 8 – FINANCIAL RESOURCE TABLE

DELIVERY OF FUNDS ($USD) BY SOURCE										
Funding Source/Donor	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
1. UN Women	1,936,726.08	1,865,904.03	1,832,079.14	2,442,956.97	2,689,359.98	2,603,779.62	2,296,865.59	1,595,239.92	1,568,767.09	**18,831,678.42**
2. UNAIDS		4,951.17		31,051.63	124,490.80	248,597.42	91,811.26	128,930.46	170,725.35	**800,558.09**
3. UNDP	65,100.42	66,911.99	1,929.90	9,730.72	520.70		32,173.51	193,629.41	50,100.78	**420,097.43**
4. EC	181,959.01	153,530.37	23,121.40					28,454.30	1,548.42	**388,613.50**
5. CCJ						36,791.56	125,272.18	121,951.87	11,205.46	**295,221.07**
6. Sweden					33,502.78	107,078.61	10,513.72	111,736.59	25,619.30	**288,451.00**
7. UNOCHA							48,954.25	182,256.12		**231,210.37**
8. Grenada							41,210.71	98,770.74	51,928.56	**191,910.01**
9. UNDEF	154,772.53	267.36	(2,050.24)							**152,989.65**
10. CDB							5,185.19	79,004.48	43,748.60	**127,938.27**
11. IDB	127,328.54	708.48	(23,955.00)							**104,082.02**
12. TIDES Foundation	17,969.08	19,084.63	26,617.32	20,623.68	7,035.56					**91,330.27**
13. Maria Holder Memorial Fund			6,842.15	39,875.28	32,227.44		9,055.13			**88,000.00**
14. CIDA	71,529.91	9,924.53	(304.86)			-				**81,149.58**
15. G of UK	6,000.00	36,678.38	31,378.79							**74,057.17**
16. G of Canada			10,000.00	29,846.13		32,007.91				**71,854.04**
17. Commonwealth Secretariat	55,612.75									**55,612.75**
18. WHO		5,304.42	31,570.72	18,324.65						**55,199.79**
19. JP WHO/DFID								27,276.37	16,600.00	**43,876.37**
20. UNFPA		13,661.21	170.16							**13,831.37**
21. G of Iceland		11,958.00								**11,958.00**
22. PAHO	654.21	8,924.71								**9,578.92**
22. Australia DFAT									5,909.55	**5,909.55**
23. Turkonfed								3,205.33		**3,205.33**
24. G of Australia					3,099.12					**3,099.12**
25. UNICEF		934.00								**934.00**
26. G of Norway	-	490.50	286.12							**776.62**
26. G of Spain	(105,618.12)	0.00	-	10,284.00						**(95,334.12)**
Grand Total	**2,512,034.44**	**2,199,724.28**	**1,937,971.72**	**2,602,693.06**	**2,890,236.38**	**3,028,267.94**	**2,661,043.79**	**2,570,455.59**	**1,946,153.11**	**22,348,580.31**

ANNEX 9 – HUMAN RESOURCES TABLE

POSITION NAME	POSITION CATEGORY	COUNTRY	DATES	NOTES
MCO Regular Staff				
MCO Representative	P5	Barbados	2014- 2019	3 incumbents, 2017 vacancy
MCO Deputy Representative	NO-D	Barbados	2014- 2019	
Programme Specialist	NO-C	Barbados	2014- 2019	There was also a Programme Specialist in 2011 but it is not confirmed if it is the same person
Programme Specialist	NO-C	Barbados	2014- 2019	
Operations Manager	NO-C	Barbados	2011- 2019	2 incumbents, changed in 2015
Communications Analyst	NO-A	Barbados	2011 - 2019	position was a SC until 2013
Operations Associate	GS-6	Barbados	2014- 2019	
Finance Associate	GS-6	Barbados	2011 - 2019	
Finance Associate 2- Regional Framework	GS-6	Barbados	2011	
Programme Associate	GS-6	Barbados	2014- 2019	
Executive Assistant	GS-5	Barbados	2011- 2019	It is understood that the position of Administrative Assistant (2011) was converted to Executive Assistant
Driver	GS-3	Barbados	2013- 2019	IB funds were made available for a driver in 2012, but these were used to support a Finance Associate post
MCO Service Contractors/SSAs				
Gender & Sexuality Programme Coordinator	SC	Barbados	2011	Need to confirm if this is a separate, continuing or converted to staff post
CCWA Project Coordinator	SC	Barbados	2011	Need to confirm if this is a separate, continuing or converted to staff post
EVAW Programme Specialist	SC	Barbados	2011	Need to confirm if this is a separate, continuing or converted to staff post
Programme Assistant- Regional Framework	SC	Barbados	2011	Need to confirm if this is a separate, continuing or converted to staff post
Programme Associate	SB-3	Barbados	2014- 2019	
Receptionist/Programme Assistant	SC (GS-3)	Barbados	2014-2016	
Project Officer (EVAW)	NO-A	Barbados	2015	
Project Officer (Access to Justice)	SB-5	Barbados	2016-2017	2017 vacancy
Programme Associate	SB-3	Barbados	2019	
National Programme Coordinator	SC (NO-B)	Jamaica	2014-2016	
Programme Associate	SC (GS-6)	Jamaica	2014-2019	
Regional Gender and HIV Project Officer	SSA	Jamaica	2015-2016	
Win-Win Administrative Assistant	SSA	Jamaica	2018	
Win-Win Project Consultant	SSA	Jamaica	2018	
Win-Win National Pvt Sector Specialist	SB5	Jamaica	2019 (until 2020)	
Haiti Country Office (2011)[284]				
Regular Staff				
Haiti Country Programme Manager	P4	Haiti	2011	
Programme Analyst	NO-C	Haiti	2011	
Finance Associate	GS-6	Haiti	2011	
Amministrative Assistant	GS-5	Haiti	2011	
Service Contractors/SSAs				
Programme Assistant	SC	Haiti	2011	
Driver	SC	Haiti	2011	
Communications Specialist	SSA	Haiti	2011	

[284] The Haiti Country Office reported to the SRO/MCO until the end of 2012

Programme Officer	SSA	Haiti	2011	
Programme Officer	SSA	Haiti	2011	
Project Coordinator	SSA	Haiti	2011	

ANNEX 10 - INTERNAL DOCUMENTS AND RESOURCES CONSULTED

Caribbean MCO SN FINAL 16 12 2013
Caribbean MCO Strategic Note Updated - 7 December 2014
Caribbean SRO-AWP SN DRF MRF 2012-2013
Cover Note - 2016 AWP for MCO
Minutes_PRG_Barbados MCO
Peer Review Minutes MCO Caribbean - Responses for Submission - 4 December 2014
SN-AWP_Plan_2017 (Cover Note)
SN-AWP_Plan_2018 (Cover Note)
Strategic Note 2018 2021 Narrative Report
Caribbean MTR 2012
MCO 2014 Annual Report
MCO 2015 Annual Report
Caribbean 2015 MTR
MCO 2016 Annual Report
MCO 2017 Annual Report
MCO 2018 Annual Report
MCO SN Narrative Report 2017
MCO 2019 Annual Report
UN Women Caribbean SRO Audit 2011
UN Women RMS One-App
UN Women DAMS One-App
UN Women ATLAS
HR Personnel report- Jamaica
HR Personnel report- Barbados 2014-2019
Final External Project Evaluation Report. Expanding Gains to Decrease and Prevent Violence against Women in the context of HIV and AIDS
Final Report: Development of a Pilot Model for Conducting National Prevalence Surveys on GBV, 2014
Provisional Financial Donor Report for Period ended 31 May 2015, Maria Holder Trust Fund
Interim Reports: Phase I - Supporting Gender Responsive Strategies in the Judicial Reform and Institutional Strengthening (JURIST) Project, 2015-2018
Final Donor Report: Phase I - Supporting Gender Responsive Strategies in the Judicial Reform and Institutional Strengthening (JURIST) Project
Project Document: Phase I - Supporting Gender Responsive Strategies in the Judicial Reform and Institutional Strengthening (JURIST) Project
Financial Reports: Phase I - Supporting Gender Responsive Strategies in the Judicial Reform and Institutional Strengthening (JURIST) Project
End of project financial report: Strengthening capacity to end violence against women and girls in the OECS region through regional men's HeforShe Advocacy campaign, 2016
Quarterly reports (2017-2019): "National Level Prevalence Survey of Gender Based Violence for Guyana"
Final Donor Report: National Level Prevalence Survey of Gender Based Violence for Guyana
Interim Report: Regional Training in the CARICOM Model for National Prevalence Surveys,2017-2018
Interim report: Technical Assistance for the Piloting of the CARICOM Model for National Prevalence Surveys on Gender Based Violence in Grenada, 2017-2018
Impact Report: Emergency Gender Responsive Protection Services to survivors of Hurricane Irma in the Caribbean, 2017-2018
Annual Report: WIN-WIN: Gender Equality means Good Business, 2018
UN Women Change Management Page on Intranet
Donor Agreements as in DAMS, One-App
List of MCO Projects as in ATLAS
List of MCO Projects as in One- App
Project Documents: EnGenDER
Project Documents: Building Effective Resilience for Human Security in the Caribbean Countries
Project Documents: Emergency Response Irma
Project Documents: WIN-WIN, Gender Equality means Good Business
Project Documents: Spotlight Initiative
The United Nations Trust Fund to End Violence Against Women, 2012 Call for Proposals: Full Fledged Proposal
Project Document: State Response to End Violence Against Women- Legislative and Policy Reform Implementation Programme
Preventing Violence through Creating Safer Schools, Guyana. Final Project Evaluation, April 2019, Help & Shelter
The United Nations Trust Fund to End Violence Against Women, 2015 Call for Proposals: Full Fledged Proposal
UN Women One App Project Delivery Data (2014 – 2019)
UN Women ATLAS Financial Information (2011 – 2019)
UN Women Results Based Management Annual Reports (2014 – 2019)

ANNEX 11 - BIBLIOGRAPHY OF EXTERNAL RESOURCES CONSULTED

1. "2030 Agenda for Sustainable Development Goals," 2015. https://www.un.org/sustainabledevelopment/development-agenda/.

2. "About the OAS." Accessed February 28, 2020. http://oas.org/en/about/who_we_are.asp.
3. "About Us: Inter-American Development Bank." Accessed February 28, 2020. https://www.iadb.org/en/about-us/overview.
4. ACP. "African, Caribbean, and Pacific Group of States." Accessed February 29, 2020. http://www.acp.int/node.
5. Amelia Bleeker. "Using Universal Service Funds to Increase Access to Technology for Persons with Disabilities in the Caribbean." Studies and Perspectives. ECLAC Subregional Headquarters for the Caribbean, 2019. https://repositorio.cepal.org/bitstream/handle/11362/44913/S1900752_en.pdf?sequence=1&isAllowed=y.
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