EVALUATION OF THE UN WOMEN CARIBBEAN MULTI-COUNTRY OFFICE (2011-2019)

UN WOMEN

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ANNEX 1: EVALUATION PREPARATORY DOCUMENTS

Boundary Story

As part of the Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs) approach selected for this evaluation, the Caribbean MCO Boundary Story sought to produce a narrative description or "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.
https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9597

Inception Report

Following the publication of the Boundary Story, the Inception Report articulated the final design of the evaluation process acted as the overall terms of reference of the exercise. In particular, it provided an understanding of the flexible evaluation design adopted to enable the process to move forward in a manner that will still allow for triangulation and the use of a mixed methods approach to enhance credibility of findings, conclusions and recommendations.
https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9598

ANNEX 2: EVALUATION MATRIX

The below outlines the evaluation matrix used to structure the evaluation. In addition, the evaluation team considered the below for all questions:

- **Ethical risks and safeguards:** A key potential risk is that access to rights holders and beneficiaries' groups for data collection is likely to be limited by remote methods: It will be more difficult (and perhaps impossible) for the evaluation team to engage with certain rights-holder/beneficiary groups using remote data collection methods. This would mean their perspectives will be more weakly established in the data available for analysis and its's interpretation, affecting the validity of the final evaluation results. A potential safeguard identified is that remote data collection will be increased among groups that straddle rights holder/duty bearer roles that benefit from an MCO work stream (e.g. capacity building, technical support, strengthened networks) but are also accountable to disseminate/use these benefits among a wider group of rights holders/beneficiary groups.
- **Capacity Development/Knowledge Sharing:** These can include formal and informal dialogue with HQ, ACRO, and MCO colleagues; knowledge exchange among evaluation reference group members; and opportunity to capitalize on existing capacity and create a space for regular dialogue and knowledge sharing.

Evaluation of the UN Women Caribbean Multi-Country Office			
1	2	3	4
Key questions	Data Collection Methods	Data source(s), stakeholders	Data analysis/ Interpretation methods for systemic triangulation
1. To what extent has the Caribbean MCO deployed both a relevant sub-regional and a multi-country approach?			
To what extent and in what areas has the MCO utilized a sub-regional approach or a country-level approach to implementation?	- KIIs - Group KIIs - FGDs - Survey	- NGM - CSOs - UN Women HQ, ACRO, MCO	- NVivo coding process - GEMs integration tool

To what extent has the approach been considered relevant for addressing country-level priorities?		personnel - Other UN Agencies - Other International Org.	- Evaluation Reference Group reference group meetings and feedback collection

2. Recognizing UN Women's commitment to leave no one behind and sustainable development, to what extent has the Caribbean MCO addressed the dimensions of gender equality, environments and marginalized voices, individually and collectively from an intersectional lens?

To what extent has it implemented both a women's empowerment and a gender equality approach?	- Desk review - KIIs - Group KIIs - FGDs - Observation - Survey	- Project documentation - Reports and evaluations - OneApp - RMS - ATLAS. - NGM - CSOs - UN Women HQ, ACRO, MCO personnel - Other UN Agencies - Other International Org.	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection
To what extent has it identified, included and addressed the needs of marginalized groups?			
To what extent has it taken account of environmental and climate related and other vulnerabilities in the Caribbean as part of the humanitarian/development nexus?			

3. To what extent is the work of the Caribbean MCO coherent with internal and external overlapping and nested systems?

Are synergies and interlinkages across the Caribbean MCO's programmatic areas as expressed in Strategic Notes and the UN Women Strategic Plans made explicit and understood?	- Desk review - KIIs - Survey	- UN Women corporate documentation - OneApp. - UN Women HQ, ACRO, MCO personnel - UNCTs - Other UN Agencies	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection
What is the Caribbean MCO's relationship with other UN Women offices at the country, regional and global level?			
What is the Caribbean MCO's engagement with other UN system entities, regional organizations, national actors?			
What role has Caribbean MCO played in UN coordination and how is this changing in the context of UNDS repositioning?			

4. What are the key cumulative results achieved by the Caribbean MCO since its inception in 2011?

Within and across thematic area?	- Desk review - KIIs - Group KIIs - FGDs - Observation - Survey - Web and social media analytics	- Project documentation - Reports and evaluations - OneApp - RMS - ATLAS - Google and YouTube analytics. - NGM - CSOs - UN Women HQ, ACRO, MCO personnel - Other UN Agencies - Other International Org - Rights-holders	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection
Within and across the integrated mandate areas?			
How have beneficiaries been targeted and who has ultimately benefited? (numbers, location, groups, gender)			
Were there any unintended results? If so, has MCO contributed to mitigate the consequences of any unintended negative effects to which its work has contributed?			

5. Has there been a contribution to sustainable development results and/or has resilience improved?

Have regional and/or national actors been able to maintain and/or expand results?	- Desk review - KIIs - Group KIIs - FGDs - Observation	- Project documentation - Reports and evaluations - OneApp - RMS	- NVivo coding process - GEMs integration tool - Evaluation Reference Group
Has habitability increased or decreased?			

Have COVID-19 response efforts taken a long-term approach?	- Survey - Web and social media analytics	- ATLAS - Google and YouTube analytics. - NGM - CSOs - UN Women HQ, ACRO, MCO personnel - Other UN Agencies - Other International Org - Rights-holders	reference group meetings and feedback collection
6. How have programmatic strategies been selected and which strategies been the most effective and efficient for achieving results?			
Have partnerships at national and regional level been successfully leveraged to achieve and/or amplify results? Do these include a capacity strengthening component? What has been the role of research and knowledge products? How have these been used? What advocacy strategies have been used by MCO? How have these linked to results? What types ofcapacity development investmentshave been madeby the MCO, with which type of stakeholder? How have these been measured?	- Desk review - KIIs - Group KIIs - FGDs - Observation - Survey - Web and social media analytics	- Project documentation - Reports and evaluations - OneApp - RMS - ATLAS - Google and YouTube analytics. - NGM - CSOs - UN Women HQ, ACRO, MCO personnel - Other UN Agencies - Other International Org - Rights-holders	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection
7. Have operational strategies been deployed to effectively to achieve a balance between results and resources?			
Have human and financial resources been deployed to maximize potential results? Are communications strategies effective in raising the visibility of gender equality issues and UN Women's specific work? Is there an effective Business Continuity Plan in place to support implementation plans for resident and non-resident countries? Does the Caribbean MCO receive adequate guidance from HQ/regional level on programmatic and operational strategies?	- Desk review - KIIs - Group KIIs - FGDs - Survey	- Project documentation - Reports and evaluations - OneApp - RMS - ATLAS. - UN Women HQ, ACRO, MCO personnel	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection
8. What has been the collective impact (or contribution) of the Caribbean MCO's work at the individual or community level?			
Is there anyevidence that the MCO's work has contributed to benefitting a broader group of rights holders, beyond those directly engaged?	- Desk review - KIIs - Group KIIs - FGDs - Observation - Survey - Web and social media analytics	- Project documentation - Reports and evaluations - OneApp - RMS - ATLAS - Google and YouTube analytics. - NGM - CSOs - UN Women HQ, ACRO, MCO personnel - Other UN Agencies - Other International Org - Rights-holders	- NVivo coding process - GEMs integration tool - Evaluation Reference Group reference group meetings and feedback collection

ANNEX 3: METHODOLOGY

Interview protocols

 A total of 119 semi-structured key informant and group interviewees were reached for this evaluation during the scoping (26) and data collection (93) phase using MS Teams and Zoom platforms. Of these, 25 people are male and 94 are female. In term of type of organizations, the interviewees included 30 stakeholders representing national governments, 29 UN Women staff, 25 from other UN agencies, 7 donors, 6 regional organization representatives, and 4 members of academia. An additional 16 stakeholders were contacted but either did not respond or declined to participate.

The following texts were used to reach out to evaluation interview respondents. Interview questions were designed for 4 types of stakeholders: a) UN Women personnel; b) donors and other UN personnel; c) national government and regional organization representatives; d) CSOs representatives. The questions were collected in different semi-structured questionnaires; Interviews then consisted of questions selected from these questionnaires, tailored to the individual respondent. Nevertheless, when necessary, evaluators have adapted and modified the questionnaires to make them more relevant for the stakeholder interviewed.

Reach out 1:

I'm reaching out to you as a member of the team supporting an evaluation of the work of UN Women's multi-country office in the Caribbean. The team is conducting a portfolio level evaluation, covering all aspects of the MCO's work since 2011, including work on ending violence against women; women's economic empowerment; disaster risk reduction; governance and national planning; work to support the advancement of international normative agreements; and the work of the office in UN coordination. The evaluation is due to be completed by the end of this year. It will provide the MCO and its partners with an analysis of its results and is expected to support decision-making on planning for future programmes as well as the strategic positioning of the office in the context of ongoing UN reform processes. It will also provide accountability to the 22 Caribbean national governments that the MCO supports. Please see the attached for more information.

The evaluation team has noted that you have engaged with the UN Women MCO in important aspects of their work. Given this experience, we would be grateful if you would agree to an interview as your perspective on the office's work is important for this evaluation.

Please reply with some possible windows of time between X and X. We greatly appreciate your input to this process and will share a set of questions in advance-interview.

Reach out 2:

Thank you for agreeing to speak to us on [XXX]. We look forward to talking to you. /a member of the evaluation team will be conducting the interview.

We have contacted you [as a member of the UN architecture [in the Caribbean] / as a government / partner to UN Women / as a member of a regional organisation with which UN women has engaged / as a CSO which has engaged with UN Women]. Please find attached a list of guide questions that the interview will aim to cover.

You can be confident that all interviews are confidential. Any information you provide will only be reported or shared in aggregate, summarizing information generally without any attribution to or identification of individuals. We will ensure that opinions and perspectives cannot be traced to particular individuals. The data will be kept in a private drive accessible only to the evaluation

team. You are free to decline to answer any questions you do not wish to. We very much hope that you will be in a location during the interview from which you will be able to talk with us comfortably and candidly. If it happens that you are not, please do let us know so that we can reschedule to a better time.

We would like to record the interview for the sake of accuracy, so that we can check parts of our notes. Recordings will be deleted when the evaluation is complete. **Please alert the interviewer at the start of the interview if you do not wish the conversation to be recorded**.

Donors and other UN Stakeholders:
- What strategies have you found successful for sub-regional work? For multi-country work?
- Is your preference to fund sub-regionally or per country? Why?
- Do you perceive MCO to be primarily engaged in women's empowerment, or gender equality, or both? Can you give examples of each of these in their work?
- In your perception, how successfully has MCO been engaged with the issues of the most marginalized groups in the Caribbean? Please give examples.
- In your perception, how successfully has MCO been able to engage with environmental and climate vulnerability in the Caribbean? Do you perceive any limitations of MCO's work in the humanitarian space?
- From your perspective, how successfully does UN Women's work make clear the connections between different dimensions of their work, such as EVAW and WEE or DRR and WEE?
- In your knowledge, how well supported does UN Women MCO appear to be by the regional and global UN Women structure?
- How has/does your office engage with UN Women, and what is your perspective on the quality of that engagement? What does it bring to your process of pursuit of objectives?
- What coordination roles has UN Women undertaken that involve your office? What has this coordination achieved? What needs to change about coordination roles as the UN goes further through the reform process?
- In your opinion, what are the achievements that UN Women has been most strongly associated with over the last 8-10 years?
- What has been achieved in the last 8-10 years through the UN system's normative work and what has UN Women's part in this been? What are the other key achievements of UN women that stand out to you?
- In the interventions in which you have engaged alongside UN Women, which groups have been the main beneficiaries?
- What unintended results or backlash against gender equality have you seen in the Caribbean over the last few years? How far are these connected to UN Women's work? What response have you been able to give to this, and how has UN Women supported you in these efforts?
- How far do you see UN Women's approaches being taken up by national and regional stakeholders for continuation of the work? Please give examples.
- In your perception, how well has MCO been able to respond to the COVID-19 crisis? How far were have they been able to implement an approach which could include a long term perspective? What do you perceive to be their role , going forwards, in the COVID response? Do you feel that the office is in a position to fulfil this role?
- How has UN Women's part in this programme / engagement contributed to stronger results? What did they bring that made the work more effective?

- Which of UN Women's research or knowledge products are you aware of? Can you describe examples of how you have used these or how others you know have used them? What has been helpful to you about this knowledge?
- Please describe any advocacy initiatives / campaigns you have engaged in with UN Women. Did the advocacy / campaign have any direct success? Can you identify any changes that happened as a result of the advocacy action?
- From your perspective, does it appear that UN Women have adequate human resource capacity to fulfil an MCO role? Where do you perceive there to be gaps, if any? In terms of financial resources, are they operating at the kind of level and presence that is appropriate for their MCO role?
- Please describe any occasions when you have engaged with or used communications material by UN Women (such as twitter / face book / briefing papers / campaigns). Did you find these materials effective in raising the visibility of the issue it addressed? Are you aware of occasions when UN Women's communications could have been more effective?
- From your perspective, have you perceived how far UN Women is able to adequately continue their work, in an MCO role, during periods of crisis such as Covid-19 or climate events?
- What have been the significant advances in gender equality in [the Caribbean] over the last decade? What do you see as UN Women's contribution to these advances?

UN Women stakeholders:
- What have been the challenges, if any, in working sub-regionally while also supporting individual countries in the Caribbean? What work have you been unable to carry out, that you feel you should have / was important?
- To what extent and how is your office able to address issues of intersectionality? Can you give examples where an intersectional lens has been used to orient and shape your work?
- Has your work tended to emphasize women's empowerment or gender equality more? Why and with what consequences?
- How routinely have you been able to design projects specifically to address the interests/needs of marginalised groups? Which groups have you identified as marginalised? What are the challenges in this?
- How routinely have you been able to design projects that take account of the environmental and climate challenges of the region? What are the difficulties with taking these into account?
- What frictions or tensions, if any, do you experience that you perceive to derive from the different national and regional government systems; the UN system; and the UN Women system within which you work?
- What are the linkages and connections between your different programme areas - such as EVAW and WEE? How do these connections play out in designing and implementing programmes? What are the [administrative] difficulties with maximising synergies in the operational work?
- What interaction and support do you have from a) regional and b) global levels? What are the gaps in this support and how could they be filled? What interaction do you have with country offices e.g. in Latin America, or elsewhere?
- Which UN offices have you engaged with most consistently? What does that engagement bring to UN Women's work, and what does your contribution offer to them?
- What has been UN Women's most important contribution or effort in UN coordination, and what has this achieved? What do you see as the priorities for coordination in the context of UN reform and the realignment of UN offices in the Caribbean?

- What are the key areas of tangible results that your office has contributed to in the last decade? What have been the major successes and challenges in these areas?
- What have been the most significant achievements of your office in EVAW, WEE, DRR, or data since 2011? Can you describe the successful approaches that have helped those results come about?
- What have been the most important achievements through the normative work? What has been achieved through coordination work? Operational work?
- Which groups of rights holders have mainly benefitted from these achievements? How have decisions been made in your office about which groups to target through your work? How do you know which groups have actually benefited?
- What unintended results or backlash processes have you encountered, and how have you been able to respond to these?
- What mechanisms or strategies have you used to try to support the sustainability of results? In what ways have these results contributed to improving resilience in the Caribbean / or rights holder-beneficiaries?
- Please describe examples of where work initiated or carried out by your office has been continued by national actors [Government or civil society] What did you do to enable this transfer and continuity of the work? What are the challenges with achieving sustainable results?
- Please describe your responses to the COVID-19 crisis? How far were you able to implement an approach which could include a long-term perspective? What do you perceive to be the role of your office, going forwards, in the COVID response? Do you feel that the office is in a position to fulfil this role?
- Please describe the process taken in your office to develop an approach to a body or work. How do you decide on the right strategy? What are your offices' programming strengths?
- Please describe examples of where your office's engagement has been instrumental in enhancing your partner's results.
- How does your office launch or disseminate a new knowledge product? Who do you approach for direct dissemination? Can you give examples of where you think others have used this knowledge? How have they used it?
- What do you see as your office's advocacy strengths? Can you identify any changes that happened as a result of the advocacy action?
- What have been your office's strengths in terms of capacity development for stakeholders? Please describe some activities you have carried out for capacity development. How have you measured the results of these initiatives?
- Does your office have human resource capacity gaps which, if filled, could make a tangible difference to your results? Recognising overall budget constraints, can you describe any occasions when different budget decisions could have led to more effective work?
- Please give examples of how you have used communications successfully to raise the visibility of gender equality issues [and your work, for example in data improvement]? Have there been missed opportunities for using communications strategies effectively?
- How adequate was the Business Continuity Plan as guidance during the COVID-19 response? Have you succeeded in maintaining contact with the 22 MCO countries during this period?
- What guidance and support have you received from ACRO or HQ on budget, resource mobilization, communications, and crisis management issues? To what extent has this support succeeded in strengthening these strategies? What have been the gaps?

Government and regional level Stakeholders

- Does your office/dept. feel supported by MCO in the way in which you require? What would you change about the kind of support they are able to offer?
- Which approach has been more emphasised in your work with UN Women - women's empowerment or gender equality?
- [How] has UN Women been able to support you in focusing on women's empowerment and gender equality?
- Which groups are most marginalised or excluded in your jurisdiction? How far has the work with UN Women helped address the needs of these groups?
- How far has your work with UN Women been able to take account of the environmental and climate challenges that you face?
- How far does your work with UN Women support you in making clear the connections between different dimensions of their work, such as EVAW and WEE or DRR and WEE?
- In your work with UN Women, have you had engagement or interaction with UN Women at the regional or global level? What was the benefit of any engagement?
- How has UN Women engaged with / worked with your office? What has been the benefit to you of this engagement?
- How well coordinated are the interactions of the UN agencies with your office? What role has UN women played in promoting or weakening coordination? What changes in coordination do you see as desirable and necessary as the UN system reforms in the Caribbean?
- What progress has been made through your office in gender equality that UN Women's work has contributed to over the last 8-10 years?
- What achievements have been made through your office in terms of advancing the implementation of normative commitments, and how has UN women supported these?
- Which groups of people / rights holders have mainly benefitted from the gender equality achievements made through your office? Is this the same group that the work intended to reach?
- What unintended results or backlash against gender equality have you seen in the Caribbean over the last few years? How far are these connected to UN Women's work? What response have you been able to give to this, and how has UN Women supported you in these efforts?
- Do you consider that the contribution made by UN Women is an aspect that will be sustained in the future? How has UN Women contributed to the resilience of your offices work against shocks like climate events or the COVID-19 pandemic?
- Has far has your department/ministry been able to develop or continue this area of work following the achievements made with UN Women's support? Please give examples of how the work has continued
- To what extent have the changes initiated through this work become a routine or normal way of working?
- To your knowledge, has UN Women's response to COVID 19 taken a short term or a long-term approach? In what ways?
- In what ways has UN Women helped support capacity in your department? What has this strengthened capacity enabled you to do?
- Which of UN Women's research or knowledge products are you aware of? Can you describe examples of how you have used these or how others you know have used them? What has been helpful to you about this knowledge?
- How has UN Women supported your office with advocacy? What form has this taken? Please describe any advocacy initiative taken by UN Women that has been relevant to your office. Did anything change as a result of this?

- In what ways has UN Women helped support capacity in your department? What has this strengthened capacity enabled you to do?
- Is the MCO in a position to provide you with the support that you need to work effectively?
- Do you perceive that UN Women has continued to be able to adequately progress their work with you during times of crisis?

CSO stakeholders
- To what extent do you the feel the programmes are tailored specifically for your country?
- Do you perceive MCO to be primarily engaged in women's empowerment, or gender equality, or both? Can you give examples of each of these in their work? In your opinion, what dimensions are missing in their work, that are necessary to achieve gender equality?
- In your work with [knowledge of] UN Women, which marginalised or excluded groups were addressed and supported? Which marginalised groups have not been addressed by UN Women's work?
- In your work with [knowledge of] UN Women, how far has this taken account of the environmental and climate challenges that you face in this region? What are the difficulties with taking these into account?
- From what you see of UN Women's work, how far does it make clear the connections between different kinds of challenges in women's lives, such as EVAW and WEE or DRR and WEE?
- Has your work in this project helped you with other challenges that you face, such as problems to do with climate change, or risks of violence that you face?
- Have you had linked or separate engagement with other UN agencies, alongside your engagement with UN Women? Are there ways in which these relationships could be better coordinated? How have or will the changes in the UN system in general affect you?
- What do you see as the most important positive changes in your life / in the lives of the women you work with in terms of WEE / EvAW/DRR/information/other, and what roles has UN Women played in supporting or promoting these changes?
- What progress has been made towards gender equality though tools such as CEDAW and Beijing PFA, and what part has UN Women played in promoting these?
- In the work in which you have engaged with UN Women, which groups of people did you set out to support, and what were the benefits to this group?
- What unintended results or backlash against gender equality have you seen in the Caribbean over the last few years? How far are these connected to UN Women's work? What response have you been able to give to this, and how has UN Women supported you in these efforts?
- In your engagement with UN Women, how far has the approach been one which has supported your organisational strength or maturity, and your ability to carry on this work without their support?
- Please describe examples of where work by UN women has become a normal way of working by your organisation or other stakeholders. How was this continuity enabled?
- What engagement have you had with UN Women during the COVID-19 period? Do you perceive that their response has been able to take account of the long-term nature of the pandemic?
- In what ways has UN Women helped support capacity in your organisation? What has this strengthened capacity enabled you to do?
- Which of UN Women's research or knowledge products are you aware of? Can you describe examples of how you have used these or how others you know have used them? What has been helpful to you about this knowledge?

- Please describe any advocacy initiatives / campaigns you have engaged in with UN Women. Did the advocacy / campaign have any direct success? Can you identify any changes that happened as a result of the advocacy action?
- In what ways has UN Women helped support capacity in your organisation? What has this strengthened capacity enabled you to do?
- Please describe any occasions when you have engaged with or used communications material by UN Women (such as twitter / face book / briefing papers / campaigns). Did you find these materials effective in raising the visibility of the issue it addressed? Are you aware of occasions when UN Women's communications could have been more effective?

Survey

One tailored online survey was developed and deployed by the team using Survey Monkey to collect data from a range of relevant stakeholders. The survey was designed using Survey Monkey branch option, meaning that stakeholders were directed to the relevant questions according to the "type of stakeholder" option they selected at the beginning of the survey. This allowed to deploy only one survey to a wide range of different stakeholders within the same timeframe, still collecting the relevant information for all stakeholder categories.

The survey was sent to 400 people across 9 stakeholder categories via the Survey Monkey platform. In total, 182 responses were received for a response rate of 45.5% For some stakeholder categories, the number of responses is greater than the number of surveys sent by the evaluation team. This indicates that the link to complete the survey was forwarded along by individual stakeholders to other colleagues who completed the survey. A PDF copy of the full survey that was circulated is available by clicking here. To consult the results of the survey by question, click here.

In the analysis of the survey, the evaluation team provided a consolidated response of both UN Women and external partners in the report. While this carried the advantage of providing a clear overview of the totality of perceptions among all respondents, it does not provide a disaggregated look at the different perceptions external vs. internal stakeholder groups.

Desk review analysis and coding structure

As part of the evaluation desk review, the team collated both secondary sources – including from websites, publications and other UN Women donor reports and documentation – with regular monitoring and reporting data. This is presented within the effectiveness section to provide key areas of results per thematic area.

The NVivo coding structure was developed following different layers of analysis, creating a consequent set of nodes. The first set of nodes is related to the evaluation criteria used for the evaluation (i.e. Coherence, Effectiveness, Efficiency, Relevance, Impact and Sustainability). The related sub-nodes have been developed based on the specificity of the evaluation questions, according to the information necessary to respond to those questions. The second set of nodes regards the GEM dimensions, given that the methodological approach used for this evaluation (ISE4GEMs) requires a specific focus on Gender Equality, Environment and Marginalized Voices. Sub-nodes have been created with the aim of collecting detailed information on relevant aspects of these dimensions. In particular, for Marginalized Voices a sub node was created for each marginalized group identified in the Boundary Story. The third and fourth set of nodes (Operational Strategies and Programmatic Strategies) were created based on the operational and programmatic strategies outlined in the Strategic Notes of the MCO. This nodes and sub nodes were particularly relevant to capture both the capacity of the MCO and the effectiveness and efficiency of its work.

The last set of nodes – Thematic Areas – traces the areas of work of the MCO in the period into consideration, with the sub-nodes created based on the specific areas of intervention emerged from the project documents and other relevant documents. In general terms, all the nodes were useful to put together and triangulate data and information. Nevertheless, thematic areas nodes were particularly useful in order to reconstruct the intervention of the MCO in all different areas, allowing a systematization of the work done. This, together with the Operational and Programmatic Strategies nodes, were particularly instrumental for capturing the results obtained by the MCO, supporting relevance and effectiveness analysis.

Nodes\\Evaluation Criteria	Nodes\\GEMs Dimensions

• **Coherence**
     o External coherence
     o Internal synergies and interlinkages
        ▪ Synergies across thematic areas and between MCO-Jamaica
        ▪ With Regional-Global Plans and Offices
 • **Effectiveness**
     o Planned
     o Unintended
 • **Efficiency**
 • **Impact**
 • **Relevance**
     o Multi-country approach
     o Sub-regional approach
 • **Sustainability**
     o Continuation
     o Habitability
     o Replication-scaling up
	• **Environments**
	     o Climate change
	     o Disasters
	 • **Gender Equality**
	     o Masculinities
	     o Non-binary
	     o Women's empowerment
	 • **Marginalized voices**
	     o Domestic workers
	     o Elderly
	     o Female headed households (with children)
	     o Indigenous groups
	     o LGBTIQ persons
	     o Migrants-refugees-in-migrants
	     o Persons living with HIV AIDS
	     o Persons with disability
	     o Religious minorities
	     o Rural poor
	     o Sex workers
	     o Urban Poor
	     o Youth
	 • **Intersectionality of GEMs**

Nodes\\Operational strategy	Nodes\\Programmatic Strategy

• **Adaptive management**
• **Backlash-emergence**
• **Business continuity**
• **Design-planning**
    o Barriers
    o Facilitators
    o Results framework
    o Risk-challenges
    o ToC
• **Evaluation**
    o Lessons Learned
• **Human Resources**
• **Monitoring**
• **Reporting**
• **Resource mobilization**
    o Budgetary Information
	• **Advocacy**
	    o Campaigning
	    o Convening
	    o Social mobilization
	• **Capacity building-development-strengthening**
	    o South-south exchange
	    o Technical assistance
	    o Training
	• **Communications**
	    o Print media
	    o Website- social media
	• **Human Rights Based Approach**
	    o LNOB-Marginalized voices
	• **Knowledge Management**
	    o Research and publication
	• **Partnership for**
	    o Funding
	    o Implementing
	• **Social norms-engaging men and boys**
	• **South-south cooperation**
	• **UN Coordination**
	    o Joint Programmes

Nodes\\Thematic areas
 	
• **Covid-19**
• **Data**
    o Prevalence
    o SDG monitoring
• **EVAW**
    o Education for prevention
    o Expanding access to service
    o Improving knowledge and evidence
    o Safety in public spaces (including sexual harassment)
    o Supporting innovative approaches to end violence (FGE)
• **Governance**
    o Access to justice
    o GNP
    o Gender Responsive Budgeting
    o Local Governance
    o National-sectoral plans
• **HIV-AIDS**
• **WPP**
    o Constitutional and Legislative Reform
    o Inclusive Electoral Processes
    o Leadership
    o Local government
    o Parliamentary support
    o Violence against women in politics (VAWP)
	• **Humanitarian action- DRR**
	    o Addressing risks and promoting resilience
	    o Climate finance
	    o Crisis prevention
	    o Disaster preparedness
	    o Emergency response
	    o Humanitarian- development nexus
	    o Post disaster recovery
	    o Response to reduce vulnerabilities
	• **Integrated normative support**
	    o Intergovernmental Normative Support
	    o Legislation
	    o Policies-strategies-action plans
	• **WEE**
	    o Domestic workers
	    o Fisheries-blue economy
	    o Macroeconomic policy
	    o Private sector (women in SMEs)
	    o Protection from violence, sexual abuse, exploitation and harassment in the workplace
	    o Segregation
	    o Small farmers
	    o Social protection
	    o Unpaid care work (advocacy)
	    o Women entrepreneurs

ANNEX 4: STAKEHOLDERS PARTICIPATION

The list of stakeholders interviewed can be consulted below:

# of people	Organization	Stakeholder Type	Location
10	UN Women HQ	**UN Women**	NYHQ
7	UN Women ACRO	**UN Women**	Panama
12	UN Women Caribbean MCO	**UN Women**	Barbados, Jamaica
2	UNFPA	**Other UN**	Barbados
1	WFP	**Other UN**	Barbados
1	UNICEF	**Other UN**	Barbados
1	PAHO	**Other UN**	Barbados
1	FAO	**Other UN**	Barbados
3	ECLAC	**Other UN**	Trinidad and Tobago
1	UN DESA	**Other UN**	NYHQ
3	UN Development Coordination Office	**Other UN**	NYHQ
1	UN RC	**Other UN**	Barbados
2	UN RC	**Other UN**	Jamaica
1	UN RC	**Other UN**	Trinidad and Tobago
1	UN RC	**Other UN**	Guyana
2	UN RC	**Other UN**	Belize
1	ILO	**Other UN**	Trinidad and Tobago
1	UN Development Coordination Office	**Other UN**	Panama
3	UNDP	**Other UN**	Barbados
1	National Organization Women (NOW)	**CSO**	Barbados
1	Barbados Association of Muslim Ladies	**CSO**	Barbados
1	Red Thread	**CSO**	Guyana
2	WE-Change	**CSO**	Jamaica
2	Legal Aid and Counselling Clinic (LACC)	**CSO**	Grenada
1	Caribbean Youth Environment Network (CYEN)	**CSO**	Barbados
1	Women Against Rape (WAR)	**CSO**	Antigua and Barbuda
1	Jamaica Women in Coffee (JAWIC)	**CSO**	Jamaica
1	Caribbean Network of Rural Women Producers (CANROP)	**CSO**	St. Lucia
1	Jamaica Employers' Federation	**CSO**	Jamaica
2	Parlamericas	**CSO**	Canada
1	IISD	**CSO**	Canada
1	Eve for Life	**CSO**	Jamaica
2	WOMANTRA	**CSO**	Trinidad and Tobago

1	Canada High Commission	**Donor**	Barbados
1	Global Affairs Canada	**Donor**	Barbados
1	European Union	**Donor**	Barbados
3	Green Climate Fund	**Donor**	South Korea
1	Marie Holder Trust Fund	**Donor**	Barbados
1	Central Statistical Office	**Government**	Grenada
1	Statistical Institute of Jamaica (STATIN)	**Government**	Jamaica
3	Royal Antigua Police Force	**Government**	Antigua and Barbuda
1	Gender Affairs Bureau	**Government**	Guyana
1	National Gender Machinery	**Government**	Turks and Caicos
1	Ministry of Social Development	**Government**	Anguilla
2	National Gender Machinery	**Government**	Grenada
5	Department of Gender and Family Affairs	**Government**	Bahamas
1	National Gender Machinery	**Government**	Cayman Islands
1	Gender Affairs Division	**Government**	St. Vincent and the Grenadines
1	Bureau of Gender Affairs	**Government**	Barbados
3	National Gender Machinery	**Government**	Antigua and Barbuda
3	Bureau Gender Aangelegenheden	**Government**	Suriname
1	National Gender Machinery	**Government**	BVI
1	Gender Affairs Division	**Government**	Trinidad and Tobago
1	Department of Gender Affairs	**Government**	St. Kitts and Nevis
1	Department of Gender Relations	**Government**	St. Lucia
1	Bureau of Gender Affairs	**Government**	Dominica
1	CARICOM and Belize Women's Commission	**Regional Org**	Belize
2	Eastern Caribbean Supreme Court (ECSC)	**Regional Org**	St. Lucia
1	Caribbean Court of Justice (CCJ)	**Regional Org**	Trinidad and Tobago
1	Inter-American Development Bank (IDB)	**Regional Org**	Jamaica
1	CDEMA	**Regional Org**	Barbados
2	UWI Institute of Gender and Development Studies	**Academia**	Jamaica
2	UWI Cave Hill	**Academia**	Barbados

ANNEX 5: LIST OF KEY DOCUMENTATION CONSULTED

The below is a list of key additional documents that have been identified and reviewed following the development of the Boundary Story. To see the full list of documents consulted in the context of this evaluation please refer to the Annexes 10 and 11 of the Boundary Story (see link in Annex 1).

Project Related Documents

- Advancing Parliamentary Leadership in Community Dialogues 2 pager outreach
- Analytical Report GEI Pilots
- Barbados Advancing Decent Work for Domestic Worker Draft Final Report June 2013
- CCWA FINAL REPORT – 2012
- Concept Note - CCWA Strategic Planning Meeting
- Distribution of Funds per Project IDs
- Donor Agreements as in DAMS, One-App
- 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
- Evaluation of the Pilot MEND and RISE Cash Transfer Programmes Barbados, 2018
- Final Evaluation Report UN Women Social Mobilization to end GBV, 2019
- Final draft domestic care workers
- Final External Project Evaluation Report. Expanding Gains to Decrease and Prevent Violence against Women in the context of HIV and AIDS
- Final Donor Report: National Level Prevalence Survey of Gender Based Violence for Guyana
- Foundations Programme Brochure
- Gender Equality and Empowerment-Training Manual
- Gender and The Judiciary - Training Needs Assessment Report
- Gender responsive training report January 2nd 2018
- GRB Case Study final ENG
- GRB Guide for Parliamentarians
- Guyana prevalence survey- Quarterly reports
- Guyana Women's VAW research report and survey report
- JURIST Project: UN Women MCO Donor Report, 2016
- ILO Decent Work Caribbean evaluation
- 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
- List of MCO Projects as in ATLAS
- List of MCO Projects as in One- App
- MantoMan Evaluation Combined Report, 2013
- Maria Holders Memorial Trust project - remaining funds 07-03-2016 16.38
- MOU UN Women WHO VAW Data JP signed by WHO_UNW
- Post-PAC Prodoc Strengthening State Accountability in Jamaica
- Project Documents: Advancing Transformational Leadership For Gender Justice
- Project Documents: Foundation Programme
- Project Documents: JURIST
- Project Documents: Making Social protection gender responsive, Eastern Caribbean

- Project Documents: Human Security Trust Fund
- Project Documents: Partnership for Peace
- 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
- Social Mobilization to EGBV in the Caribbean - UN Women Call for Proposals 2014
- South South Knowledge Exchange report draft 2
- Strengthening prevention approaches for EGBV -Final Proposal - UN Women
- 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)
- UNIFEM Gender Equality halting and reverse spread of HIV and AIDs FEB 2011
- UNW MCO CFLI Donor Report GH comment
- UNW GRB Presentation and Training
- VAW data proposal - signed UN Women and WHO
- Win-Win Project documents (including Interim and final reports)
- UN AGENCY TO UN AGENCY CONTRIBUTION

Regional Evaluations
- Exec Summary - Regional thematic evaluation on WPP in LAC 2011-2014 - UN Women ACRO
- Report for Regional Assessment of PfP, 2019
- Regional Evaluation on Norms and Standards for GEWE
- Regional Evaluation: Women's Economic Empowerment In The Americas And Caribbean November 2020

UN Women Caribbean MCO Documents
- Caribbean MCO Annual report (2014-2020)
- Caribbean MCO Strategic Note (2014-2017/2018-2021)
- Caribbean MTR 2012
- Case Study - UN Women MCO-Caribbean. Mentoring in the Transformational Leadership Program
- HR Personnel report- Jamaica
- HR Personnel report- Barbados 2014-2019
- MCO Caribbean 2015 International Womens Day Brief
- MCO Mid Term Review survey report, 2015
- UN Women Caribbean SRO FinalRptNo827-19Oct2011
- UN Women MCO Caribeean DIGITAL COMMUNICATION CAMPAIGN STRATEGY (GBV and Covid-19 2020)

Country-related Documents

- Antigua and Barbuda_RCHC. Report (Partners)
- Antigua Baseline Study Report
- Barbados research brief- Teens, Sex, and HIV
- CARICOM Gender and Belize WC 280820
- Case study on the St Lucia national eligibility test
- First Draft Harassment Policy CCJ (2) - MRL comments
- GBV and Citizen's Security Poster
- Gender and Labour in St Lucia full report
- Jamaica health report
- Jamaica self evaluation (final report), 2013
- National Report on the Status of Women and Men Suriname report
- National Women Health Survey for Trinidad and Tobago Final Report
- Strategic Action Plan on Safety Sexual Health - UWI Mona - A Safe Space for All
- Summary of Evaluation Responses, Gender and climate change workshop, Jamaica, 201
- T'dad & T'bgo National Gender Policy - FINAL June 2012
- Training Report: Gender Equality Mainstreaming for Climate Change Adaptation and Disaster Resilience Resilience in the Age of COVID-19
- Women's Health Survey 2016, Jamaica report

UN Women General Documents

- Disability Inclusion Strategy team
- UN Women Change Management Page on Intranet
- UN Women Results Based Management Annual Reports (2014 – 2019)

ANNEX 6: EVALUATION REFERENCE GROUP

1. **Anne-Marie Williams,** Caribbean Community (CARICOM) Gender Desk
2. **Elizabeth Riley**, Caribbean Disaster Emergency Management Agency (CDEMA)
3. **Marina Walter**, Srdan Deric: UN Resident Coordinator's Office, Trinidad & Tobago
4. **Garry Conille**, UN Resident Coordinator's Office, Jamaica
5. **Virginia Rose Losada**, International Labour Organisation (ILO)
6. **Jason LaCorbiniere, Sacha Lindo**: United Nations Development Programme (UNDP)
7. **Joerg Schimmel, Janine Chase, Yolanda Durant-McKlmon**: UN Development Coordination Office
8. **Paige Andrew, Shawna Stewart**: WE Change JA
9. **Tonya Haynes**: University of the West Indies (UWI) Cave Hill
10. **Jacqueline Sealy-Burke, Tyrone Buckmire**: Legal Aid Counseling Clinic (LACC) Grenada
11. **Karen de Souza**: Red Thread Guyana
12. **Lafleur Quammie**: Gender Bureau, St. Vincent & the Grenadines
13. **Feona Sandy, Rachel James**: Gender Bureau, Grenada
14. **Halim Brizan**: Grenada Central Statistical Office
15. **Philene Mantock**: Statistical Institute of Jamaica
16. **Jessica Mackie, Ashley Crossley**: Canada High Commission
17. **Andreas Reumann, Archie Rastogi, Na Yeon Kim**: Green Climate Fund
18. **Sai Navoti:** Division for Sustainable Development Goals, United Nations Department of Economic and Social Affairs
19. **Mariana ARIAS**, Programme Manager (Gender; Agriculture; Triangular Cooperation), Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM

ANNEX 7: EVALUATION TEAM

Michael Francis Craft, Regional Evaluation Specialist: Michael leads and manages evaluations in the Americas and Caribbean region in coordination with UN Women offices, programme presences, and the regional office. Prior to his current position, he evaluated United Nations advocacy work on children and armed conflict and conflict-related sexual violence. He has also conducted programmatic and thematic evaluations at the United Nations Development Programme Independent Evaluation Office. He has extensive experience in designing research systems for evaluation functions in the United Nations system. Mr. Craft has also worked as a consultant for the Multilateral Diplomacy Program of the United Nations Institute for Training and Research and has supported local conflict transformation initiatives in the Democratic Republic of Congo. Mr. Craft holds a dual master's degree in international affairs from Columbia University and Sciences Po (Paris).

Tania Gatto, Research Assistant: Tania has a master's degree in International Development and further specialization on gender. She began her professional career at the Gender Unit of the International Training Centre of the ILO where she has been an intern, a professional and currently a consultant. She works as an independent consultant for UN agencies (such as ITC-ILO, FAO and UN Women), NGOs and the private sector, mainly on the integration of gender perspective into projects, conducting gender analysis, writing EU projects proposals and designing on-line and face-to-face learning contents on gender issues (such as gender pay gap, intersectional discrimination, segregation of work). Since 2017 she conducts final and mid-term evaluations of humanitarian and development gender-related projects. Among her interests: intersectionality and discrimination, gender and climate change and masculinities studies. She lived and traveled around South America and she speaks and works in English, Spanish, Italian and currently improving her French and studying Chinese

Matthew McFall, Research Assistant: Matthew is an Environmental and Social Sustainability specialist with over 9 years of experience working at the intersection of natural resources management, corporate sustainability and international development. Matt received a Master of Arts in Law and Diplomacy from The Fletcher School at Tufts University in 2011, where he focused on international environment and resource policy. He worked for over 5 years at the World Wildlife Fund (WWF) in Washington, DC focusing on engaging the private sector on agricultural supply chain and freshwater sustainability. He has over 2 years of experience supporting program evaluations for the GEF and UNDP Independent Evaluation Offices. In 2017, he moved to Jamaica with his wife to be closer to family and worked as the Environmental and Social Safeguards officer for a multilaterally-funded energy efficiency and renewable energy project with the Petroleum Corporation of Jamaica. Matt is also an amateur coffee roaster and was invited by the Jamaica Tourist Board to demonstrate coffee roasting at the 2019 Jamaica Blue Mountain Coffee Festival.

Kirsty Milward, Evaluator: Kirsty is an independent consultant specializing in gender responsive evaluation and research, with particular experience in issues of social exclusion, education, women's economic empowerment, eliminating violence against women, citizenship and rights. Over the last 10 years she has increasingly focused on designing and implementing mixed method and qualitative evaluations using collaborative and participatory approaches. She has carried out evaluations and evaluability assessments for a range of clients including UN Women, UNICEF, DFAT, DFID and Plan International. Prior to this, she focused on research, writing and editing for academics and activists in gender and development. Publications include "*Organising Women Workers in the Informal Economy*" with co-editors Naila Kabeer and Ratna Sudarshan; "*Promising Pathways: Innovation and Best Practice in CLTS at Scale in Madagascar*" and "*Gender Mainstreaming Critiques: Signposts or Dead Ends*?" with Franz

Wong and Maitrayee Mukhopadhyay. Kirsty lived for 20 years in rural West Bengal, India, where she founded and continues to co-manage Suchana, an education resource centre working with the indigenous *adivasi* community. She recently relocated back to UK. She completed an MA in Gender and Development at IDS, Sussex in 1994.

Shravanti Reddy, Evaluation Specialist: Shravanti has been working as an Evaluation Specialist at UN Women for over 10 years where she leads complex corporate, joint evaluations and systemic and synthesis reviews. Her most recent evaluation completed is the *Evaluation of UN Women's Contribution to Women's Political Participation and Leadership*. She has also contributed significantly to the development of evaluation norms, standards, policy and guidance that support integration of gender equality, human rights and environmental issues. This includes the *2016 UNEG Norms and Standards*, the UNEG Handbook (2011) and Guidance (2014) on *How to Integrate Human Rights and Gender Equality in the UN System*, the original *UN-SWAP Technical Note and Scorecard*, and the *UN Women Evaluation Policy* (2013). Most recently, she led a *feasibility study on the use of big data* for evaluation and co-authored and developed the *ISE4GEMs approach*. Currently, in addition to leading the *Evaluation of UN Women's Multi-Country Office for the Caribbean*, she is representing the IES in the *Joint Evaluation of the Common Chapter of the Strategic Plans for UNDP, UNICEF, UNFPA and UN Women*; developing a synthesis of evaluative evidence to support improved understanding of the *intersectionality of SDG goals*; participating in the development of the *UNSDCF Guide* and its *Design, Monitoring and Evaluation Companion Guide*, acts as the co-Convener for the *UNEG Humanitarian Evaluation Interest Group*, and is engaging in national capacity development related to the ISE4GEMs approach. She has lived in Zimbabwe, Kenya and India and has extensively traveled around the world for her work.

ANNEX 8: PROGRAMMATIC DETAIL

The following annex provides additional detailed analysis of programmatic considerations of the Caribbean MCO.

Strategic frameworks from 2011 to 2021

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).[1]

Following the 2012 Strategic Note mid-term review, the office decided to be more proactive in women's economic empowerment with a focus on women entrepreneurs, women in agriculture, and domestic workers. The areas of Elimination of Violence against Women as well as Women, Peace and Security / Humanitarian Assistance also saw an increased focus in the 2012 strategic formulation on the justice system, working with men, and community engagement. This Strategic Note-AWP 2012 document also saw a significant reduction in the number of outcomes and outputs targeted.

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[1] 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.

The 2014-17 Strategic Note saw a shift from a sub-regional office to a MCO and a further significant focusing of the programme into 8 outcomes across the 4 thematic areas of Women's Leadership and Political Participation, Women's Economic Empowerment, Elimination of Violence against Women and Governance, National Planning and HIV/AIDs, derived from the global UN Women Strategic Plan (2014-2017). These areas supported 12 outputs, measured by 36 indicators. The Women, Peace and Security / Humanitarian Action and Global Norms outcome areas were not included in the results framework in this Strategic Plan, although core work to progress UN Women's normative mandate was continuing. The Women's Economic Empowerment thematic area was more sharply focused on poverty reduction through social protection, with a shift in 2016 away from domestic workers [2] and towards women in agriculture. The Elimination of Violence against Women work saw a focus on preventive strategies through work on gender norms and behaviours.

The 2018-2021 Strategic Note saw a further focusing of objectives into 5 outcomes and 12 outputs measured by 13 indicators, and spread across the Women's Economic Empowerment, Elimination of Violence against Women, Women, Peace and Security/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 Strategic Note developed following the 2030 Agenda and the development of the United Nations Multi-Country Sustainable Development Framework (UN MSDF), which was used as a framework for the design of the Strategic Note 2018-2021. The Caribbean MCO's Global Norms Outcome 1 is seen as responding to all 4 of the MSDF Priorities; Women's Economic Empowerment Outcomes 2.1 and 2.2 respond to the MSDF Priority An Equitable and Inclusive Caribbean; Elimination of Violence against Women 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 Strategic Note Narrative explains that the Women's Leadership and Political Participation portfolio was stalled for this Strategic Note due to challenges in taking it forward, alongside a desire to focus the Strategic Note 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 Strategic Note 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 Strategic Note and other evaluation exercises and preparations for the new Strategic Note had seen the identification of the MCOs comparative advantage in roles as coordinator; innovator and knowledge broker; 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]

While the Governance and National Planning/HIV-AIDs outcome area was a focus of work for the 2011-2017 period, in the UN Women corporate Strategic Plan 2018-2021, 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 2018-2021 Outcome 1.1 under Global Norms has a continued focus on gender responsive governance, previously brought together under a separate Impact 5. The Women, Peace and Security/Humanitarian Action (disaster risk reduction) workstream saw a focus in 2011-2013, a gap in the 2014-2017 Strategic Note, although Hurricane Irma in 2017 saw the (unplanned) joint UN

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

emergency response in which Caribbean MCO was a partner. There has been a renewed focus on disaster risk reduction from 2018 (through the EngenDER Joint Programme).

While EVAW area of work remained a priority across the three periods, it is since 2012 that WEE area increased its relevance, with a focus on women entrepreneurs, women in agriculture, and domestic workers. The 2014-17 Strategic Note saw a shift from a sub-regional office to a MCO and a further significant focusing of the programme into 8 outcomes across the 4 thematic areas of Women's Leadership and Political Participation, Women's Economic Empowerment, Elimination of Violence against Women and Governance, National Planning and HIV/AIDs, derived from the global UN Women Strategic Plan (2014-2017). These areas have been further prioritized in the 2018-2021 with the exception of Women's Leadership and Political Participation portfolio was stalled for this Strategic Note due to challenges in taking it forward.

Parts of the ToC are seen as specifically targeting or addressing marginalized groups. This is evident in part of the Women's Economic Empowerment 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 Elimination of Violence against Women work setting out to include vulnerable groups. The Strategic Note 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.

Theory of change overview

As the earlier strategic notes 2011-13 and 2014-17 did not use an explicit Theory of Change (ToC), the Strategic Note 2018-21 ToC is discussed in depth here including its statements both at the whole programme level and for each of the four outcomes identified in the results framework.
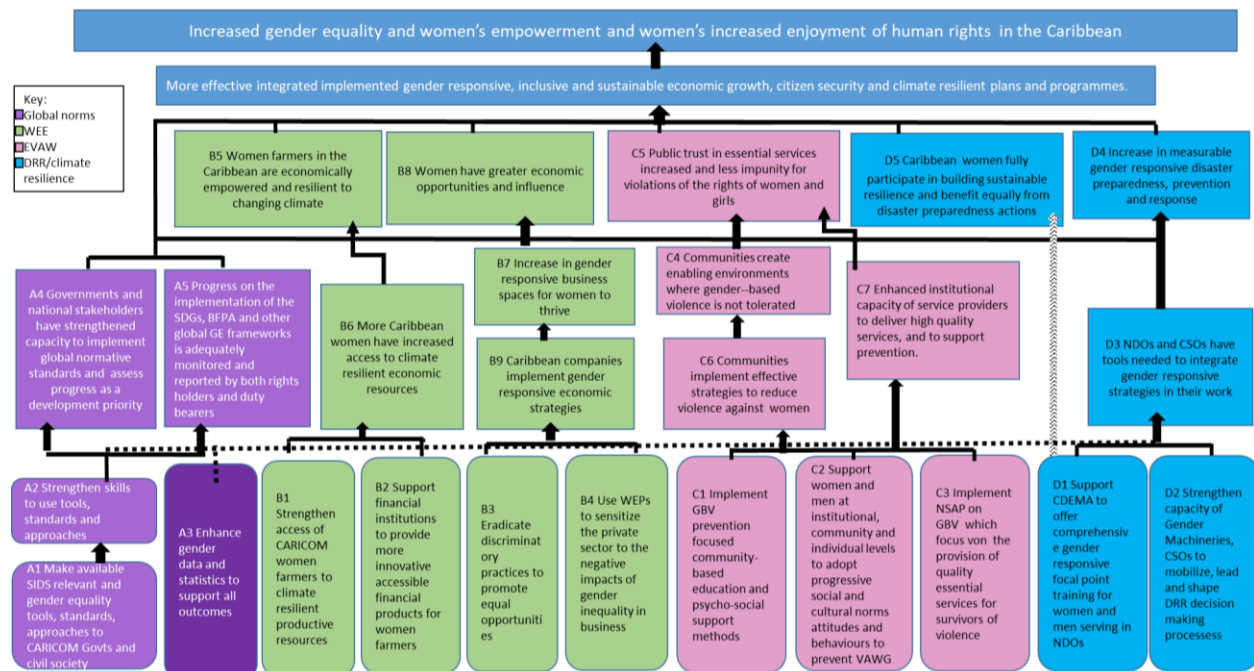
The ToC below presents these 2018-21 ToC statements in visual form, while also re-constructing some of the implied causal pathways. As depicted, work on global norms was expected to focus on making gender equality tools, standards and approaches available to CARICOM governments and civil society groups, 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. Similarly, the work on enhancing data and statistics is seen as located in the integrated normative support work and as benefiting all other Strategic Note outcomes.

The Women's Economic Empowerment 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 Elimination of Violence against Women work stream, activities set out to:
- 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.
- Work at institutional level to support / catalyse this change in tolerance of Violence against Women
- 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 Violence against Women. 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.

The Caribbean MCO is guided by a system of normative frameworks such as the Sustainable Development Goals, the SAMOA Pathway, the Sendai Framework, Committee on the Elimination of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, the Belém do Pará Convention, and the United Nations Framework Convention on Climate Change. The Caribbean MCO is also part of the wider United Nations Development System in the Caribbean, which in practice translates to reporting to five UN Country Teams (UNCTs) and one UN Sub-Regional Team (UNST) along with nineteen UN entities in operation across the region. See Annex 8 for a breakdown of the UN

Development System configuration. The following provides an overview of the United Nations Development System configuration in which the Caribbean MCO participates.

Table 1.   United Nations Country Teams and Sub-Regional Team in the Caribbean[3]

UNCTs/UNST	Countries/territories	Resident Coordinator/UN MCO	UN MSDF
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
UNCT for Belize (1 country)	Belize	1 Resident Coordinator covers Belize and El Salvador/ MCO	Yes
UNCT Guyana (1 country)	Guyana	1 Resident Coordinator	Yes
UNCT Jamaica (5 countries)	Bahamas, Bermuda, the Cayman Islands, Jamaica, Turks and Caicos	1 Resident Coordinator/ MCO	Only Jamaica
UNCT Surinam (1 country)	Surinam	1 Resident Coordinator covers UNCT Surinam and UNCT Trinidad and Tobago/ MCO	Yes
UNCT for Trinidad and Tobago (4 countries)	Aruba, Curacao, Sint Maarten, Trinidad and Tobago		

Source: Evaluation team

Programmatic and operational strategies

The following strategies were considered as key to implementing the above theory of change of the Caribbean MCO:

- **Advocacy.** The Caribbean MCO is seen as the primary convener and source of advocacy support on gender equality and women's empowerment and acts as a facilitator and promoter of the next generation of advocates and activists;
- **Capacity building.** Throughout the different SN cycles, the Caribbean MCO has implemented several capacity building activities which range from the design and development of manuals to the implementation of workshops. Key sub-regional networks continued to rely on UN Women to be their "operational arm" for supporting them increasing their capacities;
- **Communication.** The Caribbean 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 Caribbean MCO's own knowledge products, whilst supporting programming advocacy and resource mobilization;
- **Knowledge generation.** Since 2011, the Caribbean 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.

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

- **Partnerships.** One of the Caribbean 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 state actors. More details on the partnerships the office undertakes are described in the Boundary Story.
- **Social Norms change.** Given the patriarchal and traditional context of the Caribbean, which has led to static gender roles and social norms unfavourable 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. Several activities have been undertaken to engage men and boys, such as training and advocacy.
- **Resource mobilization.** As early as 2011, the Caribbean 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. Throughout the years, the Caribbean MCO was able to design and implement a successful resource mobilization strategy, for instance, focusing on innovative programmes and demonstrating impact as a means to generate interest.
- **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. This has translated in different exchanges done in the context of specific projects (e.g. Win-Win);
- **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 Caribbean MCO was able to make.
- **UN Coordination.** 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. 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.
- **Monitoring, Reporting and Evaluation.** The Caribbean MCO consistently monitor and evaluates its work as a strategy to showcase results and as part of an accountability process. Reporting is mainly done through annual reporting and donor reporting. In addition to the office 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 Caribbean MCO.

Background on marginalized groups

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.
- **LGBTQI persons:** Frequently noted as the most marginalized and stigmatized groups across multiple countries 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.[4] 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. 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.[5]
- **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. The Caribbean youth unemployment rate in 2017 was estimated at 25 per cent, which is high by international standards and is about three times the adult rate. 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. Young people are both the primary victims and perpetrators of crime in the Caribbean - 80 per cent 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.
- **Elderly -** Based on data for ten countries, the average poverty rate among persons aged 65 and over was 17 per cent per cent, although the rate varied significantly from country to country. 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. Most Caribbean countries will see their old age dependency ratio double over the next thirty 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.
- **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. Caribbean countries with larger rural populations report higher poverty rates, including higher rates of indigence (extreme poverty). Rural youth and women, particularly single mothers, are most affected by unemployment. Rural populations tend to be more vulnerable to the environments and natural disasters and lack infrastructure and social services more than in urban areas. The

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[4]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.
[5]https://repositorio.cepal.org/bitstream/handle/11362/44473/S1801148_en.pdf?sequence=1&isAllowed=y

marginalization of elderly populations is also intertwined with socio-economic challenges in rural communities as the region is undergoing a process of "de-agrarianization". Close to one quarter of the farm population in the region is over 55 years and 45 per cent 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. [6]

- **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 per cent of the population), but around half of the indigenous people of the Caribbean live in Guyana where they represent 10.5 per cent 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. 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.

- **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. Children living in female-headed households are also more likely to be living in poverty than those in male-headed households (though only slightly).[7]

- **Persons living with HIV/AIDS:** Between 2000 and 2015, the number of people newly infected with HIV in the Caribbean decreased by 76 per cent and HIV-related deaths by 42 per cent. 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.[8] In studies of persons living with HIV, 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.[9] 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. Young women and adolescent girls are also particularly vulnerable to HIV. In 2016, young women in the Caribbean accounted for 17 per cent of new HIV infections, despite making up just 8 per cent 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.[10]

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

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

[8] 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.

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

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

Budget and funding overview

At the beginning of each Strategic Note period, the Caribbean 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 Strategic Note (2011-2013) and the second Strategic Note period (2014-2017), noting that the latter was extended from 3 years to 4 years. This was followed by a decrease in budget projections for the current Strategic Note (2018-2021).

Table 2.   Planned versus available budget

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

Sources: UN Women OneApp and Atlas (2011-2021); data reflects finances through 2020

The office relied on core funding for the implementation of its workplan, with core programmable exceeding non-core resources every year under review expect for 2018. This use of 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 Caribbean MCO as largely high- and middle-income countries in which traditional donors prioritize funding to other high-need countries or opt to contribute directly to governments, regional organizations and NGOs/CSOs.[11]

Table 3.   Available budget and financial delivery (in $USD)

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

Sources: UN Women OneApp and Atlas (2011-2019)

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 Caribbean 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 Caribbean MCO made efforts to mobilize non-core resources. A total of $5,299,386 in non-

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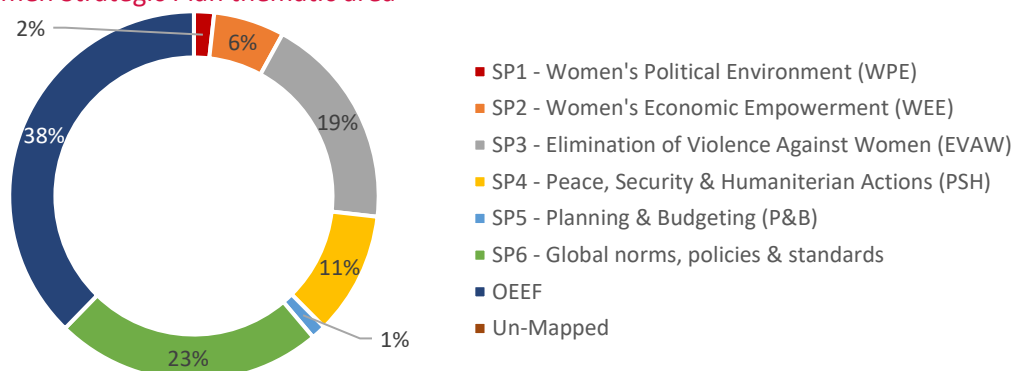[11] UN Women Strategic Note 2018-2021. Caribbean MCO Strategic Note Narrative Report, 2018. Pag.19

core resources was available to the Caribbean MCO from 2011-2019, and data indicate that a total of $3,516,901 was delivered in non-core resources raised from 25 different partners listed below. Sister United Nations agencies were among the highest sources of such funding.

In terms of spending against thematic areas, the Ending of Violence against Women area 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 2,937,759 USD and for the years 2018-2019 the amount was 795,421 USD; a significant injection of resources will come from the Spotlight Initiative in 2020. During the 2014-2017 Strategic Note 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, Women's Economic Empowerment confirmed to be a key priority in the current Strategic Note, 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 Strategic Note, 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 Women, Peace and Security/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 Strategic Note period and $ 1,593,276.25 for the two years-2018-2019- of the current Strategic Note. According to the data available in the annual workplans, the high majority of the resources allocated to the OEEF for the 2014-2017 Strategic Note, are concentrated on the Output 3.1, in order to ensure that the Caribbean 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 Strategic Note, 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).

Delivery by UN Women Strategic Plan thematic area

- SP1 - Women's Political Environment (WPE)
- SP2 - Women's Economic Empowerment (WEE)
- SP3 - Elimination of Violence Against Women (EVAW)
- SP4 - Peace, Security & Humaniterian Actions (PSH)
- SP5 - Planning & Budgeting (P&B)
- SP6 - Global norms, policies & standards
- OEEF
- Un-Mapped

Programmatic timeline

KEY:

Thematic areas:	Elimination of Violence against Women	Women's Economic Empowerment	Women's Leadership and Political Participation	Normative/Governance and National Planning	Data and statistics	Disaster Risk Reduction
Joint programming:	Joint Programmes	FGE	UNTF Elimination of Violence against Women			

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
PFP Partnership for Peace (2005-12)		UNTF Jamaica – Violence against Women 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 Violence against Women		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					