



Management Response from UN RCO, ILO, UNDP, UNICEF, UN Women and WFP to the recommendations of the joint Final Evaluation of Joint Programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean' 2020 – 2022 DE/BBCO/2021/014

1. This document, finalized in October 2022, presents the management response to the recommendations of the joint Final Evaluation of Joint Programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean' 2020 – 2022 evaluation.
2. The evaluation was commissioned jointly by International Labor Organization (ILO), the United Nations Development Programme (UNDP), the United Nations International Children's Emergency Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN) and the United Nations World Food Programme (WFP) under the auspices of the Resident Coordinator's Office (RCO) for Barbados and the Eastern Caribbean. The evaluation covers all activities under the Joint Programme (JP) for enhancing resilience and acceleration of the Sustainable Development Goals (SDGs) in the Eastern Caribbean (the first of its kind in the region). It focuses on efforts to develop adaptive and universal social protection (SP) systems in Barbados, Saint Lucia, and other countries in the Eastern Caribbean (through the Organization of Eastern Caribbean States (OECS)) between January 2020 through end of March 2022 under the JP. Its objectives are accountability and learning. The evaluation serves the purposes of assessing the accomplishment (or not) of main expected results of the JP, assessing the value added of the partnership (i.e., the 'jointness' of the programme), taking stock of lessons learnt and good practice, and achieving accountability and learning objectives.
3. The evaluation made six key recommendations that resulted in 13 actions proposed under the joint management response. The matrix sets out whether the commissioning entities agree, partially agree or disagree with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)	Management Response	Actions to be taken	Action Lead (Supporting Offices/Divisions)	Action Deadline
Priority: High Recommendation 1: Advocate for reviewing the timeframes for JP design and implementation. (September 2023)	RCO	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 1.1: Advocate with the Joint SDG Fund Secretariat to increase the time provided for the JP proposal/design process to allow for consultations with stakeholders. (September 2022)	RCO	Agreed	1.1.1 RC will raise the issue with the SDG Fund Secretariat through written communication suggesting a minimum 3 months period for proposal design process.	RCO (JP Focal Point and Partnerships officer)	December 2022
Sub-recommendation 1.2: Advocate with the Joint SDG Fund Secretariat to support JP designs with longer duration of implementation to foster transformative results (i.e., 5+ years). (September 2023)	RCO	Agreed	1.2.1 RC will advocate through written communication to have a portion of the funding available for longer period of time to foster transformative results.	RCO (JP Focal Point and Partnerships officer)	September 2023
Priority: High Recommendation 2: Develop a rubric of criteria to be used	RCO	Agreed	2.1. Currently a guidance is under development by DCO to provide criteria for	RCO (Partnerships officer)	December 2022

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<p>in validating the selection of PUNOs in future JPs to ensure coherent rationale for collaboration based on comparative advantages and mandates of each agency - with consideration of joint programming transaction costs.</p> <p>(December 2022)</p>			<p>selection of PUNOs. The RCO will align and use this guidance.</p>		
<p>Priority: High</p> <p>Recommendation 3: Systematically include mid-term reviews and enhance flexibility in future JPs to create space for reflection and revision of activities, budget, indicator targets, lesson-learning, etc.</p> <p>(December 2022)</p>	RCO	<p>Partially Agreed</p> <p>There are already mechanisms that are in place to periodically review the JP results. The proposed actions are focusing on making the current mechanisms more systematic.</p>	Not applicable	Not applicable	Not applicable
<p>Sub-recommendation 3.1:</p> <p>Advocate with the Joint SDG Fund Secretariat for systematic</p>	RCO	<p>Partially Agreed</p> <p>The existing coordination</p>	<p>3.1.1 Internal mid-term review meeting (e.g. using the after action review methodology)</p>	RCO (Partnerships officer)	March 2023

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<p>inclusion of mid-term reviews and mechanisms to ensure budgetary and design flexibility in the JP. (September 2022)</p>		<p>mechanisms allow for periodic reviews via meetings among RCOs and PUNOs. An internal mid-term review would be carried out by expanding the current platform. Since this will be conducted internally, and requires a limited budget, it may not be necessary to advocate with the Joint SDG Fund Secretariat. They may however be informed.</p>	<p>will be organized by the RCO within the framework of existing coordinating mechanisms.</p>		
			<p>3.1.2 RCO will look at any changes made or agreed to by the SDG Fund Secretariat on future joint programmes and reach out to PUNOs to understand if any further flexibility is required. In case further needs are confirmed, the RCO will communicate this in writing to the Joint SDG Fund Secretariat.</p>	<p>RCO (Partnerships officer)</p>	<p>March 2023</p>
<p>Sub-recommendation 3.2: Systematically use mid-term reviews to better capture relevant data for operational</p>	<p>RCO</p>	<p>Agreed</p>	<p>3.2.1 An action plan will be produced as a result of each mid-term review</p>	<p>RCO & PUNOs (ILO, UNDP, UNICEF, UN Women, WFP)</p>	<p>September 2023</p>

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decision-making and adapt / revise plans, indicators, etc. as appropriate. (September 2023)			jointly by RCO and the PUNOs.		
<p>Priority: High</p> <p>Recommendation 4: Where JPs work with governments to expand or pilot new ways of providing social protection support, advocate with Government counterparts to ensure that a strategy is in place to communicate the purpose and scope of pilot interventions with beneficiaries.</p> <p>(December 2023)</p>	PUNOs (ILO, UNDP, UNICEF, UN WOMEN, WFP)	Agreed	<p>4.1. Scale up work with persons with disabilities, children, including linkages with the PAP and other national programmes in Saint Lucia.</p> <p>4.2 Where a project exists with the Government of Barbados in social protection, include in technical assistance provisions opportunities to improve communications with beneficiaries of national programmes supported.</p>	UNDP, UNICEF, WFP	December 2023
<p>Priority: High</p> <p>Recommendation 5: The PUNOs and RCO should advocate with the</p>	RCO, PUNOs	Agreed	Not applicable	Not applicable	Not applicable

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<p>governments of Barbados and Saint Lucia to sustain the Country Coordinating Committees (CCC) that were established for this JP. (December 2023)</p>					
<p>Sub-recommendation 5.1: Advocate with partner governments for their sustained leadership of CCCs. (December 2023)</p>	RCO, PUNOs	Agreed	5.1.1 Include in discussions for technical assistance support to the government, opportunities to strengthen the CCC.	WFP, UNDP, UNICEF, UN Women	December 2022
<p>Sub-recommendation 5.2: PUNOs should continue engagement on social protection and leverage CCCs to both catalyse and operationalize policy work and systems-level progress on social protection. (December 2023)</p>	RCO, PUNOs	Agreed	5.2.1 Agencies to make human resources available to facilitate the convening of CCCs.	UN Women, WFP, UNICEF (Saint Lucia);	December 2022
<p>Priority: High Recommendation 6: Future efforts of PUNOs which scale-up/replicate this JP should replicate its systematic</p>	PUNOS	Agreed	Not applicable	Not applicable	Not applicable

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<p>consideration of gender equality, equity, and social inclusion in their design and strategies. (Implement immediately and sustain as an SOP; December 2023)</p>					
<p>Sub-recommendation 6.1: The PUNOs should ensure that in future JP design and implementation processes, gender equality, equity, and social inclusion are considered systematically. (December 2023)</p>	PUNOS	Agreed	6.1.1 Build on work on a Gender Score Card already being undertaken in UNCTs in the Caribbean region, led by UN Women, PUNOs will explore the application of the Gender Score card in future joint programming efforts.	RCO lead with support from UN Women	December 2023
<p>Sub-recommendation 6.2: While pursuing opportunities to 'leap-frog' technological hurdles that impede inclusive financial services, PUNOs should ensure that special provisions are in place to facilitate access to</p>	PUNOS	Agreed	6.2.1 Continue to hold lessons learned sessions and analyse on projects that support the use of technology in the provision of cash assistance and share barriers and options to	WFP, UNICEF,	December 2023

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<p>similar services for people who do not have the required hardware or user-understanding (as modelled in this JP) – i.e., interventions should be progressive and inclusive. (December 2023)</p>			<p>ensure their appropriate use.</p>		
			<p>6.2.2 Convene at least two additional meetings around digital inclusion and use of digital solutions in the OECS that complements a recent Caribbean-wide event hosted by WFP.</p>	<p>WFP</p>	<p>December 2023</p>