

PROJECT DOCUMENT

United Nations Development Programme Sub-regional Office for Barbados and the OECS
Project Document

Project Title	Statistical Capacity Building Project to Support the Designing and Implementation of a Regional Strategy for the Development of Statistics to Support Evidence-Based Policy Making
UNDAF outcome(s):	Enhanced social protection services and systems that improve equity, universal accessibility and quality; strengthened enabling environment to reduce poverty, increase economic participation and social inclusion with emphasis on <u>vulnerable groups</u> ; and <u>Social, environmental and economic data collection is harmonised and access increased for use in policy and decision making processes at the sub-regional and national level.</u>
Expected M-CPAP output(s):	Framework developed for multi-sectoral and integrated data collection across <u>Line ministries and NSOs in 5 countries and implemented in at least 3 countries</u>
Expected project output(s):	Output 1: Support Of Ongoing Efforts In The Domain Of Statistics Output 2: Development Of & Catapult Agreements Around A Regional Strategy For The Development Of Statistics (RSDS) Output 3: Monitoring missions, external advice, advocacy and technical support for MPI/MPM
Implementing Partner:	UNDP Sub-regional Office for Barbados and the Eastern Caribbean
Responsible Parties:	UNDP Sub-regional Office for Barbados and the Eastern Caribbean

Brief Description

The main objective of this project is to develop, create consensus and implement a Regional Strategy for the Development of Statistics that will enhance implementation of the OECS Economic Union and increase the capacity of the OECS member states to monitor socio economic indicators and improve evidence based decision making, particularly around the topic of poverty and multi-dimensional approaches to poverty measurement, the reason being that poverty measurement is an essential and commonly used tool for policy making and targeting of public funds that the sub region is lacking.

Indeed, most countries in the world have official estimates on poverty, using various definitions and techniques, but the OECS countries are lacking a systematic measure to provide support to governments in targeting those in greater need. Poverty figures only surface through the Country Poverty Assessments applied by the Caribbean Development Bank. In the context of an economic recession and profound transformations, more frequent measurements are required and the Bank itself has reached out to partners in the region to review and strengthen the poverty measurements and analysis contained in the Country Poverty Assessments.

In this regard, the UNDP has a long-standing relationship with the development of statistics in the sub region, particularly in terms of assisting in the development of institutional capacity and needs assessments and the identification and design of poverty measurements. Such work has been carried out in conjunction with key regional players, including CDB and the OECS Commission, and thus creating the conditions of success that are required to consolidate the aspiration of Regional Strategy on Statistics.

Through this project, development partners such as the World Bank and UNDP will assist the efforts of the regional organizations and countries to catapult definitive agreements and decisions. The funding will contribute to the completion of the OECS RSDS. It will build on the platform of the Living Standards Measurement Committee (LSMC), an organ created with the support of the World Bank and strengthened during the last two years by a wider group of partners from the UN System (UNICEF, UN Women, ILO and UNDP) and other development partners active in the region.

Strategic Plan Output:	Outcome 1
Atlas Project ID:	92062
Start Date:	1 April 2015
End Date:	31 June 2015
PAC Meeting Date:	March 2015

Total resources required:	USD 409,000
Total allocated resources:	USD 409,000
Regular	_____
Other:	
Donor:	World Bank
(Funds provided by DFID)	
Donor:	_____
Government:	_____
Pipeline:	_____
Unfunded:	_____
In-kind Contributions	_____

Agreed by (UNDP):



Date:

23 April 2015

I. Development Challenge

Barbados and the Eastern Caribbean countries in which the United Nations Development programme (UNDP) for Barbados and Organisation Eastern Caribbean States (OECS) operates have often been characterised as small and open economies, vulnerable to external shocks and natural hazards. Post-independence, these countries were able to attain the status of high and middle income countries as well as high values on the Human Development Index (HDI). Success has often been explained by the heavy reliance on traditional primary economic activity in the area of agriculture, with a subsequent diversification to light manufacturing and ever increasing investment in tourism, all within the context of protected market access offered by preferential trade agreements. Since 2000, the Millennium Development Goals (MDGs) has been a critical element of the overall global policy framework that has acted in collaboration with nationally defined objectives to assist Caribbean Small Island Developing States in the achievement of significant developmental milestones. For the majority of the first decade of this millennium, Caribbean SIDS were able to make positive progress towards the achievement of the MDG goals and targets and this has largely been attributed to a favourable economic climate. However since 2008 this progress has been halted, and in some cases reversed, by the cumulative effects of the sequential and overlapping food, fuel and financial crises of 2008, which continues to have serious negative economic and social impacts on the 10 largely single-sector dependent economies of the small island developing states (SIDS) supported by the UNDP Barbados Sub-regional Office. In addition to these external shocks, a number of country specific natural hazards, such as Hurricane Tomas in 2012 in Saint Lucia and the December 2013 storm and subsequent floods in Saint Lucia, Saint Vincent and the Grenadines and the Commonwealth of Dominica have also acted to negatively impact levels of development in these countries.

In 2014, the lingering effects of the economic crisis in particular are still being felt in a wave of secondary shocks, which have seen the countries of the Eastern Caribbean still struggling to recover their economies. Today, the Caribbean remains one of the most indebted regions in the world. Negative and marginal recovery with no growth characterize economic trends in the sub region, along with high current account deficits, high levels of external debt-to-GDP ratios from 73% to 116% of Gross Domestic Product (GDP) and contracting, weak domestic financial sectors.

Poverty in the Eastern Caribbean is characterised by a mixture of economic, social and environmental vulnerabilities all faced within the context of being Small Island Developing States (SIDS). That is, they are “typically characterised by a combination of small population, limited resources, remoteness, susceptibility to natural disasters, excessive dependence on international trade and vulnerability to global developments ... [T]hey tend to suffer from diseconomies of scale, high transportation and communications costs, and costly public administration and infrastructure”. While the region does share many of the general characteristics of other SIDS around the world, the Caribbean and in particular the Eastern Caribbean sub- region should be seen as sui generis primarily because of the paradoxical and uneven nature of human and social development which obtains. In this vein, generally good national and regional demographic indicators coexist with stark differentials in income distribution and poverty rates for example. Consequently, poverty in the Eastern Caribbean is increasingly acknowledged as being extremely complex and multi-dimensional and is experienced through compounded effects on the health and well-being of individuals and communities, and to varying degrees.

Socioeconomic vulnerabilities are exacerbated by threats arising from climate change and increasingly severe annual natural hazards. More frequent and intense natural disasters cause enormous economic damage and loss of human capabilities. According to the IMF in four of the OECS countries, the probability of a hurricane striking on a given year is above 10%. In 2011 alone, natural disasters accompanying earthquakes (tsunamis, landslides and ground settlements) resulted in more than 20,000 deaths and damages totaling \$365 billion, including loss of homes for about a million people. The impact has been severe for the Small Island Developing States of this subregion and others, some of which have incurred losses of 1% of GDP—and some as much as 8% or even multiples of their GDP.

Furthermore, the 2013 UNODC homicide rate and recent analysis notes that there has been resurgence in crime rates within Barbados and the OECS' countries as follows : Antigua and Barbuda 11 per 100,000 Barbados 7 per 100,000; Grenada 13 per 100,000; Saint Kitts & Nevis 34 per 100,000; Saint Lucia 22 per 100,000; and Saint Vincent and the Grenadines 27 per 100,000. Preconditions that presumably influence the rising homicide rates in the Caribbean includes inequality and asymmetries being experienced in the region, the increasing rates of unemployment particularly amongst young males, drug trafficking and the readily accessibility and misuse of firearms. The research indicates that homicide rates are largely attributed to intimate partner violence, gang related youth violence, and the availability of illegal firearms. Despite relatively strong legal frameworks to address gender-based violence, including intimate partner violence, comprehensive national responses and provision of services for those who have experienced violence remains a challenge in many countries in the Caribbean. There is evidence to suggest that the increase in crime and violence in the Caribbean has eroded socio-economic development opportunities for the Caribbean and portended negative development consequences these countries and will pose threats to the region's performance on the achievement of agreed global commitments, such as the Millennium Development Goals. The Caribbean Community (CARICOM), estimates that the gang-related crime represents between 2.8 per cent and 4 per cent in lost gross domestic product (GDP) in the region through both the cost of policing and as a result of lost income from youth incarceration and reduced tourism.

In summary, it can be noted that the development challenges facing the sub region are structural and entrenched, at not only the macroeconomic level, but also at the institutional and individual and household levels. These impediments include the inability of these countries to generate productive and decent work for all citizens; persistently high levels of inequality, impeding limited social cohesion; marginalization of specific population groups within these societies; the existence of manifest gender inequalities and challenges related to equitable distribution of wealth and income. Environmental degradation and the effects of damages and losses arising from natural disasters and external financial and economic shocks further compound these. Moreover, the nexus between poverty, environment and livelihoods is inextricably linked to ownership of and/or access to land and natural resources and to equity in their access, use and benefits.

UNDP's contribution to addressing these development challenges are outlined in its Sub-regional Cooperation Programme (SPD) 2012-2016 approved by the UNDP Executive Board. The SPD is linked to the 2012-2016 Multi-country Action Plan (M-CPAP) which links M-CPAP outputs to SPD outcomes. These are framed and linked directly to Caribbean regional and national development outcomes as stated in regional and national policy and strategy documents.

Since 2012, UNDP has been supporting Governments across the subregion in accelerating progress towards the achievement of the Millennium Development Goals (MDGs) and other internationally agreed goals and targets and to address the priorities articulated by programme countries during the United Nations Development Assistance Framework (UNDAF) formulation process in its Subregional Cooperation Programme (SPD) 2012 to 2016 approved by the UNDP Executive Board. Within this context, UNDP contributes to the following outcomes:

- Improved governance and regulation of environmental and energy issues taking account of the 2012 Barbados Declaration and post Rio+20 policy and programme priorities;
- Evidenced-based inclusive governance and citizen security policy and programme development;
- Harmonization of social, environmental and economic data collection and increased use of evidence-based policy and decision-making processed at the subregional and national level;
- Improved social protection services and systems to reduce poverty and inequity with increased economic participation and social inclusion projects that target vulnerable populations.

II. Strategy

Background and proposed strategy

The Revised Treaty of Basseterre Establishing the OECS Economic Union entered into force on 21 January 2011. At present the six independent Member States of the OECS, Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines are all party to the Revised Treaty, including the Protocol on Economic Union.

The Revised Treaty seeks to deepen integration among OECS member countries and it establishes the Economic Union as a stronger foundation for attainment of their developmental objectives, including:

- balanced and sustainable economic and social progress and cohesion
- harmonious development through inter-sectoral linkages
- continuous economic growth and expansion through optimal utilisation of domestic and economic Union-wide resources
- accelerated improvement in the standard of living and reduction of poverty
- increased levels of economic and social stability

The Economic Union Protocol envisages harmonized policy development and concerted actions by participating countries to secure the free movement and free circulation of goods, free movement of people, the right of establishment, the right to provide services and the free movement of capital. The Protocol also makes provision for the elaboration of a development strategy and for policy harmonization in such sectoral areas as tourism, agriculture and transportation. In addition to these essentially economic areas, the Protocol sets out commitments for Member countries in respect of environmental sustainability, education and human and social development.

As the Revised Treaty is given effect, it is imperative that Member States monitor and evaluate on an ongoing basis the fulfilment of Treaty obligations by individual Member States, Organs and institutions of the OECS, as well as the impact of related policies on the citizens of the Region and the extent to which the objectives of the Treaty are being attained. The information obtained by so doing will be paramount in the decision-making process as OECS integration continues to evolve.

Indeed, the Treaty charges the OECS Commission with the duty to make reports of activities and an annual report to the OECS Authority on the work of the Commission, keep the functioning of the Organisation under continuous review and report findings to the relevant Organs and to make proposals which may assist in the efficient and harmonious functioning and development of the Organisation. The Commission is also required to monitor the implementation of the regime for free movement of OECS citizens as set out in the Economic Union Protocol. The Economic Affairs Council, as the principal Organ of the Economic Union must supervise application of the Protocol and keep its operation under review

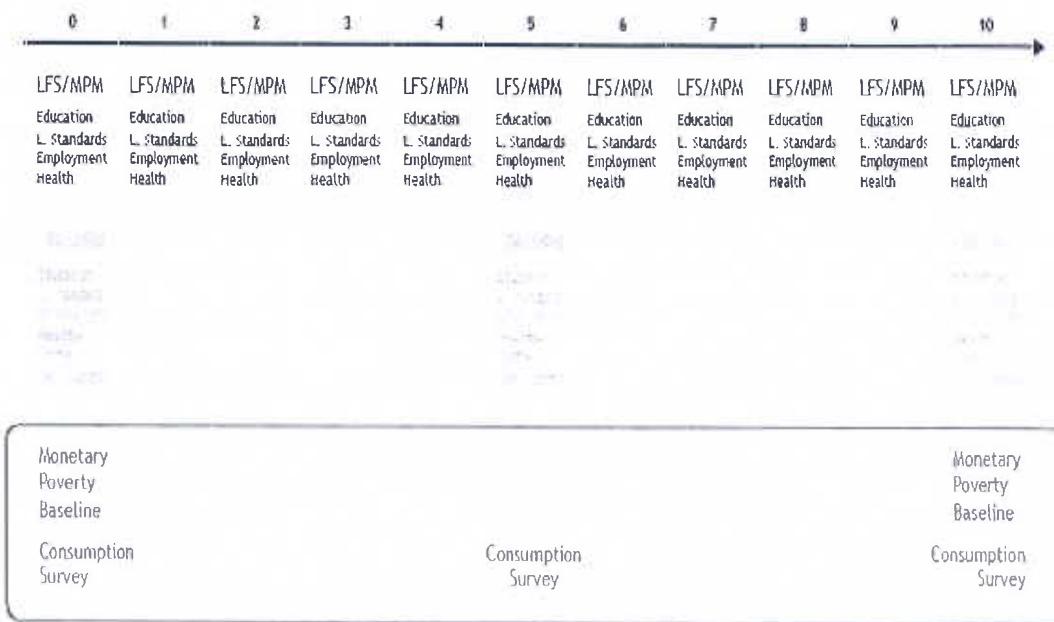
as well as to consider whether further action should be taken by Protocol Member States in promoting economic union objectives.

In 2009, the World Bank approved through the Trust Fund for Statistical Capacity Build (TFSCB) grant facility to support the efforts of the OECS Secretariat and Member States to strengthen the statistical capacity of the OECS region. In particular, the project contributed to the statistical development of the region by introducing strategic approaches to the processes of collection, compilation and dissemination of statistics. To guide the way forward with future statistical capacity strengthening, two of the key outputs of the project were a proposal for 'A strategic role for the OECS Secretariat in answering the information needs generated by the creation and development of the Regional Economic Union and the other OECS initiatives' and the commencement of the implementation of an OECS Regional Strategy for the Development of Statistics (RSDS) by way of the Assessment Phase.

The aim of the RSDS is to build the permanent capacity to produce the statistics needed for an efficient Economic Union in the OECS region. To date, the consultancy for the assessment phase of the OECS RSDS which has the objective of establishing a general view of the situation of the statistics in the region has been completed. Moving forward, the report officially titled, Assessment of the Regional Statistical System (RSS) of the OECS Region to inform an OECS Regional Strategy for the Development of Statistics (RSDS), prepared during the assessment phase must be presented to the OECS Directors of Statistics and other stakeholders for discussion and their eventual endorsement.

In addition to these documents, Heads of Statistics from all the countries and development partners coming together in the LSMC have developed and agreed on a number of key topics that have the potential of disentangling the fatigue that the sub region has experienced in regards to statistical development. The Heads of Statistics have agreed on a 10 year work plan to be followed by countries and regional organizations. The following Table, included in the minutes of the Living Standards Measurement Committee meeting held in April 2014 contains the building blocks of what can become a Regional Action Plan. Alongside the development design, collection and analysis of surveys, a strong capacity building effort will be undertaken by strengthening the networking and collaboration among statistical offices.

The notion of a network will help us advance towards the definition of a collaboration scheme between the regional and the national partners that will allow for more efficient and effective working modalities and arrangements based for example on specialization. This is to address the issue of how to transfer capacity to the local actors at the same time that we develop a "flexible and modular facility" to provide technical assistance to countries when they require it. We might need to include a capacity building component to make this objective more explicit.



As it can be seen in the Diagram presented above, the measurement of poverty is core to the overall strategy. In this regard, the proposed grant funding will support ongoing initiatives surrounding the careful and focused diversification of the types of data generated within the region and more fundamentally will lead to the institutionalization of these new and more nuanced methodologies with regards to the production of development data. At the present and at the request of the member states and the OECS Commission, the WB is collaborating with CDB to generate documentation of the existing methodology for measuring monetary poverty as a way to strengthen the regional know-how in poverty

measurement and to generate much needed regional- and national-level institutional memory and capacity to estimate monetary poverty following best practices.

To complement what already exists, UNDP has been instrumental in the elaboration of measurement frameworks which capture the expansion of traditional understandings of what poverty means beyond conventional income deprivation approaches, an intention that draws from discussions and expressed priorities of countries and regional organizations. The sub region has reached a consensus that such approaches, while facile and familiar, do not capture the full complexity and attendant peculiarities of living conditions in the SIDS of the eastern Caribbean sub-region. That is why UNDP, in collaboration with other regional development partners and the individual sub-regional governments, will continue to be in the forefront of initiatives to implement a 'region specific' multi-dimensional poverty approach and the periodic calculation of a Multi-Dimensional Poverty Index (MPI) appropriate to the aspirational and developmental needs for the sub-region.

One of the basic premises behind the global adoption of the Multi-Dimensional Poverty Measurement methodology "...is the more policy- relevant information there is available on poverty, the better-equipped policy makers will be to reduce it." With specific reference to the OECS, national and sub- regional developmental efforts are often hampered by the lack of consistently produced, predictable and regularized core social welfare indicators.

As far as this approach relates to evidence based policy initiatives in the region, the need to continually elaborate rigorous institutional mechanisms in the OECS which capture pertinent national and sub-regional trends, improve analysis modalities while simultaneously allowing for the improved ability to capture, analyse and predict sub regional social, economic and environmental data trends is clear. This desired outcome is also in keeping with the collective mandates of development partners to assist countries in the areas of data harmonization through capacity building and institutional strengthening exercises such as this.

III. Results and Partnerships

Expected Results

This project is to support the development and implementation of the "Statistical Capacity Building Project to Support the Designing and Implementation of a Regional Strategy for the Development of Statistics to Support Evidence-Based Policy Making." In particular, it is to support ongoing OECS initiatives to bolster Statistical Development and to provide financial and technical support to increase the capacity of the OECS member states to monitor socio economic indicators and improve evidence based decision making and the poverty impact of development policies and investments nationally and regionally. With regard to the development and implementation of the RSDS, the project will:

Main activity	Sub-activities April – December 2015	Sub-activities January – June 2016
Development Of & Catapult Agreements Around A Regional Strategy For The Development Of Statistics	<p>6th OECS LSMC – April 2015</p> <p>Pilot of extended LFS (including MPI questions and consumption module) in Saint Lucia</p> <p>Convening of RSDS Steering Committee</p> <p>Technical Assistance including country based training and advocacy to implement the MPI, and also, in determining policy related priorities for planning for multi-dimensional approaches to poverty measurement</p> <p>Hiring of RSDS consultant</p> <p>7th OECS LSMC – October 2015</p>	<p>OECS RSDS Validation Workshop 2 – April 2016</p> <p>Finalisation of RSDS</p>

	OECS RSDS Validation Workshop 1 – October 2015	
Support Of Ongoing Efforts In The Domain Of Statistics	Implementation of extended LFS i.e. inclusive of MPI questions and/or Consumption module, and coordination of technical support and training	
Coordination 2015 - 2016	Secure consultant to support coordination efforts and to provide technical advice for the implementation of the SDP/MPI - July 2015 – June 2016 TOR/Selection of consultant to support leading role of the OECS Commission in July, 2015.	

Partnerships

The main objective of this project is to develop, create consensus and implement a Regional Strategy for the Development of Statistics that will enhance implementation of the OECS Economic Union and increase the capacity of the OECS member states to monitor socio economic indicators and improve evidence based decision making, particularly around the topic of poverty, the reason being that poverty measurement is an essential and commonly used tool for policy making and targeting of public funds that the sub region is lacking.

Indeed, most countries in the world have official estimates on poverty, using various definitions and techniques, but the OECS countries are lacking a systematic measure to provide support to governments in targeting those in greater need. Poverty figures only surface through the Country Poverty Assessments applied by the Caribbean Development Bank. In the context of an economic recession and profound transformations, more frequent measurements are required and the Bank itself has reached out to partners in the region to review and strengthen the poverty measurements and analysis contained in the Country Poverty Assessments.

In this regard, the World Bank and UNDP have a long-standing relationship with the development of statistics in the sub region, particularly in terms of assisting in the development of institutional capacity and needs assessments and the identification and design of poverty measurements. Such work has been carried out in conjunction with key regional players, including the OECS Commission, Eastern Caribbean Central Bank (ECCB) and the CDB, and thus creating the conditions of success that are required to consolidate the aspiration of an OECS Regional Strategy on Statistics.

Stakeholder Engagement

Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:

- *Target Groups: Direct beneficiaries include National Statistics Offices.*
- *Other Potentially Affected Groups: Indirect beneficiaries include those experiencing multi-dimensional poverty/multiple deprivations – marginalised groups – to be supported through the availability of data for evidence based policy making.*
- *Partners: Main partners include the National/Central Statistics Offices and staff persons benefiting from capacity building for the calculation of the Multi-dimensional Poverty Index (MPI)*

South-South and Triangular Cooperation (SSC/TrC)

Countries are engaged in the sharing of best practices and capacity building is supported with regional consultants whenever possible.

Sustainability and Scaling Up

Through this project, the UNDP and the World Bank will assist the efforts of the regional organizations and countries to catapult definitive agreements and decisions. The funding coming from DFID will feed into the first stage of a long term strategy outlined by development partners and countries using the platform of the Living Standards Measurement Committee (LSMC), an organ created with the support of the World Bank and strengthened during the last two years by a wider group of partners from the UN System (UNICEF, UN Women, ILO and UNDP).

Risk Management

- *Specify the key risks that can threaten the achievement of results through the chosen strategy. Describe how project risks will be mitigated, especially how potential adverse social and environmental impacts will be avoided where possible and otherwise managed.*

Cost Efficiency and Effectiveness

- *Identify how the strategy is expected to deliver maximum results with available resources, with reference to evidence on similar approaches in this country or similar contexts. Include measures based on good practices and lessons learned. Explain why the selected pathway is the most efficient and effective of available options. Possible approaches can include:*
 - i) Using the theory of change analysis to explore different options to achieve the maximum results with available resources*
 - ii) Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects*
 - iii) Through joint operations (e.g., monitoring or procurement) with other partners.*

Project Management: Management and Project Coordination Arrangements

- World Bank and UNDP will jointly take the Project Management role of the proposal through the establishment of a Sub regional team to assist the activities based in Barbados.
- OECS Commission Living Standards Measurement Committee, Heads of Statistics and key policy makers already involved in the process will lead regional processes and national processes and constitute a network to advocate and implement the strategy.
- The LSMC as a key technical body to the development of Statistics will be strengthened by ensuring the regularity of their meetings and the implementation of decisions and actions adopted.
- National involvement in the LSMC will draw on the leadership and preparatory and follow-up work undertaken by the Heads of Statistics assisted by their staff and key line ministries involved in the development of statistics.
- CDB as part of the development partners participating in the LSMC will draw on decisions and products of the LSMC.
- UNDP and WB will make access to regional technical expertise and knowledge developed (including peer learning, south-south cooperation etc.) is available to all partners –regional and national.
- Assessment of capacities, warehouse- IT, design and proposal of regional hub/facility

V. Results and Resources Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF Outcome 3: Improved social protection services and systems to reduce poverty and inequity

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number of countries that have multi-sectoral and integrated data collection and dissemination systems in place that contribute to policy development including MDG achievement and monitoring

Applicable Output(s) from 2014-17 Strategic Plan:

Primary Outcome Area: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Secondary Outcome Area: Outcome 7: output 7.2: Global and national data collection, measurement and analytical systems in place to monitor progress on the post – 2015 agenda and sustainable development goals

Project title and ID : Statistical Capacity Building Project to Support the Designing and Implementation of a Regional Strategy for the Development of Statistics to Support Evidence-Based Policy Making: 00092062

OUTPUTS AND TOC	OUTPUT INDICATORS'	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p>Specify each output that is planned to help achieve the outcome.</p> <p>Output 1 Support Of Ongoing Efforts In The Domain Of Statistics</p>	<p>Results Indicator 1.1 Data Source: Frequency: Baseline (2015): (Women; Men) Lack of multi-dimensional approaches to poverty measurement to inform evidence based decision making for policy and programme development</p> <p>Target (2015): (Women; Men) Successful pilot of the extended LFS – MPI in Saint Lucia in preparation for national implementation and to support discussions at the OECS LSMC on the application of the sub-regional MPI</p> <p>Results Indicator 1.2</p>	<p>1.1 Activity: Pilot of extended LFS (including MPI questions and consumption module) in Saint Lucia</p> <p>1.2 Activity Implementation of extended LFS (including MPI questions & Consumption module) in St. Lucia (2015).</p> <p>1.3 Activity Implementation of harmonized LFS for the first time in St. Vincent and the Grenadines (2015)</p> <p>1.4 Activity Implementation of harmonized LFS (including MPI questions) for the first time in Antigua & Barbuda/Grenada (2015).</p> <p>1.5 Activity Implementation of harmonized LFS (including MPI questions) for the first time in one more country (2016)</p> <p>1.6 Activity Implementation of LFS including MPI & Consumption module in one more country (2016)</p> <p>Implementation of these activities depends on the capacity of the partner in country. Risks include that there is a delay in country with pilot/full survey preparations. As it stands the Director of Statistics/Chief Statisticians play a key role in the bulk of preparatory and implementation activities, which means that key decisions and processes are centralised to this role, and therefore are vulnerable to delays according to the time and capacity of the position. Other challenges include delays with funding on the part of</p>	<p>The UNDP SRO will work closely with all project partners to support survey implementation.</p> <p>1.1 The Saint Lucia Statistics Department is responsible for all activities related to in country survey implementation. The Director of the Statistics Office is the main contact and is responsible for reporting on project activities.</p> <p>1.2 – 1.6 – the Chief Statistics Officers in each of the corresponding project countries will oversee the implementation of the survey in country through national/central statistics offices, and will undertake to report on all project related activities</p>	<p>Specify the nature and total costs of the inputs needed to produce each output. Can also include inputs provided in kind that are key to achieving the output.</p> <p>Monitoring Costs: Monitoring missions USD 7000.00 to cover all project countries</p> <p>Evaluation Costs:</p>

<p>Output 2 Development Of & Catapult Agreements Around A Regional Strategy For The Development Of Statistics (RSDS)</p>	<p>A successful pilot and the implementation/adoption of the survey on a national level</p> <p>Results Indicator 1.3 Baseline (2015):(Women; Men)</p> <p>Target (2015): (Women; Men)</p> <p>Results Indicator 2.1 Data Source: Frequency: Baseline (2015): Target (2015):</p> <p>Results Indicator 2.4 Data Source: Frequency:</p> <p>Baseline (2015): 4 persons previously trained at the OPHI Summer School on the calculation of the multi-dimensional poverty index, from Grenada, Saint Lucia, Saint Vincent and Barbados – however, only 1 person (Saint Lucia) currently utilising the training</p> <p>Target (2015): The participation of 2 additional persons at the OPHI Summer School 2015 – from Antigua and Saint Vincent and a 'refresher' training for the Grenada participant and relevant statistical staff</p>	<p>government and others involved in facilitating in country LFS implementation.</p> <p>The implementation of the Slim Consumption Module may suffer delays as a result of lack of capacity within Statistics Departments due to the burden of implementation of other surveys as well as capacity gaps in the implementation of the survey itself from preparation to data processing and analysis.</p>	
		<p>2.1 Activity: 2nd Development Partner Taskforce Meeting, 3rd OECS LSMC Technical Committee and 6th LSMC meeting 27-29th April 2015</p> <p>2.2: Activity: Technical Assistance including country based training and support for calculation of the MPI</p> <p>2.3 Activity: 6th OECS LSMC Technical Committee Meeting and 7th OECS LSMC – 13-15th October 2015</p> <p>2.4: OECS RSDS Validation Workshop 1 – 16th October 2015</p> <p>All of these activities are dependent on coordination between the UNDP SRO and the OECS Commission with input from the World Bank and the Eastern Caribbean Central Bank (ECCB).</p> <p>Implementation of Technical Assistance activities in country depends on the coordination of support for data processing on the part of the World Bank and the availability of data sets to then be passed on via the UNDP SRO to the Oxford Poverty and Human Development Initiative (OPHI) for support to calculating the index. As the OPHI is very constrained time wise, there is a risk that the support needed will not be possible. As a contingency regional expertise, although limited to one person, will be sought to support.</p>	<p>2.1: UNDP in consultation with the World Bank, OECS Commission and the ECCB</p> <p>2.2: UNDP to oversee the contracting of the Oxford Poverty and Human Development Initiative</p> <p>2.3: UNDP in consultation with the World Bank, OECS Commission and the ECCB</p> <p>2.4: UNDP in consultation with the World Bank, OECS Commission and the ECCB, as well as the RSDS Steering Committee</p>

It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

<p>Output 3 Monitoring missions, external advice, advocacy and technical support for MPI/MFM</p> <p>Baseline 1 Statistical Office (Saint Lucia) with the capacity to calculate the multi-dimensional poverty index (MPI)</p> <p>Target 3 additional Statistical Offices develop the capacity to calculate the MPI</p> <p>Result indicator 1: Baseline (year): 2015 2 additional countries send representatives to the OPHI Summer School Target (Y1, Y2, Y3, Y4):</p> <p>Result indicator 2: Baseline (year): Target (Y1, Y2, Y3, Y4):</p>	<p>persons in country (5 persons in total projected)</p> <p>Results Indicator 3.1 Data Source: Frequency: Baseline (2015): Target (2015):</p> <p>Results Indicator 3.4 Data Source: Frequency:</p> <p>Baseline (2015): 4 persons previously trained at the OPHI Summer School on the calculation of the multi-dimensional poverty index, from Grenada, Saint Lucia, Saint Vincent and Barbados – however, only 1 person (Saint Lucia) currently utilising the training</p> <p>Target (2015): The participation of 2 additional persons at the OPHI Summer School 2015 – from Antigua and Saint Vincent and a *refresher* training for the Grenada participant and relevant statistical staff persons in country (5 persons in total projected)</p>	<p>Activity 3.1 OPHI Technical Assistance 1st LoA:</p> <ul style="list-style-type: none"> • Grenada: 5 days support provided in country and 10 days support via Skype and email to calculate the MPI (May to October) • Saint Lucia: 3 days support via Skype and email (May to September) <p>(Travel and DSA for consultant included in budget)</p>	<p>Monitoring Costs:</p>
		<p>Activity 3.2: Training support OPHI Summer School (August 2015 – Support to Antigua and Saint Vincent Chief Statistics Officers to attend)</p>	<p>Evaluation Costs:</p>

	<p>Activity 3.3: OPHI Technical Assistance 2nd LoA</p> <p>Activity 3.4 Monitoring missions:</p> <ul style="list-style-type: none">• Saint Lucia• Antigua• Saint Vincent• 2 other countries		
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VI. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Track Management Priorities.** An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. Any management actions prompted by the Project QA system will be automatically entered into the project Issue Log.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be activated in Atlas and regularly updated, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using the risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3).
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the evaluation plan in the following section.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.
- **End of Project Review:** In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1 2015	Y2 2016		Funding Source	Budget Description
<p>Output 1 <i>Support Of Ongoing Efforts In The Domain Of Statistics</i></p> <p>Baseline Lack of multi-dimensional approaches to poverty measurement to inform evidence based decision making for policy and programme development</p> <p>Target Successful pilot of the extended LFS - MPI in Saint Lucia in preparation for national implementation and to support discussions at the OECS LSMC on the application of the sub-regional MPI</p> <p><i>Result indicator 1:</i> <i>Baseline (year):</i> <i>Target (Y1, Y2, Y3, Y4):</i></p> <p><i>Result indicator 2:</i> <i>Baseline (year):</i> <i>Target (Y1, Y2, Y3, Y4):</i></p>	1.1 Activity Pilot of extended LFS (including MPI questions and consumption module) in Saint Lucia June 2015	*		Country partner in consultation with the UNDP SRO	World Bank	8,500.00
	1.2 Activity Implementation of extended LFS (including MPI questions & Consumption module) in St. Lucia (2015).	*		Country partner in consultation with the UNDP SRO	World Bank	30,000.00
	1.3 Activity Implementation of harmonized LFS for the first time in St. Vincent and the Grenadines (2015)	*		Country partner in consultation with the UNDP SRO	World Bank	30,000.00
	1.4 Activity Implementation of harmonized LFS (including MPI questions) for the first time in Antigua & Barbuda/Grenada (2015).	*		Country partner in consultation with the UNDP SRO	World Bank	20,000.00
	1.5 Activity Implementation of harmonized LFS (including MPI questions) for the first time in one more country (2016)		*	Country partner in consultation with the UNDP SRO	World Bank	20,000.00

	1.6 Activity Implementation of LFS including MPI & Consumption module in one more country (2016)	x		Country partner in consultation with the UNDP SRO	World Bank		20,000.00	
<p>Output 2 Development Of & Catalyst Agreements Around A Regional Strategy For The Development Of Statistics (RSDS)</p> <p>Lack of a regional strategy on statistics Target</p> <p>To develop and implement an RSDS</p> <p><i>Result indicator 3:</i> <i>Baseline (year):</i> <i>Target (Y1, Y2, Y3, Y4):</i></p>	2.1 Activity LSMC meeting 27-29 April 2015	x		UNDP SRO in consultation with the OECS Commission	World Bank		30,000.00	
	2.2 Activity 3 rd Development Partner Taskforce on Statistics 12 October 2015			UNDP SRO in consultation with the OECS Commission/Caribbean Development Bank the World Bank and the Eastern Caribbean Central Bank	World Bank			35,000.00
	4 th LSMC Technical Committee meeting 13 October 2015	x						
	7 th OECS LSMC: 14 October 2015 OECS RSDS Validation Workshop 1: 15 October 2015							
	2.3 Activity OECS RSDS Validation Workshop 2 – April 2016	x		UNDP SRO in consultation with the OECS Commission	World Bank		25,000.00	

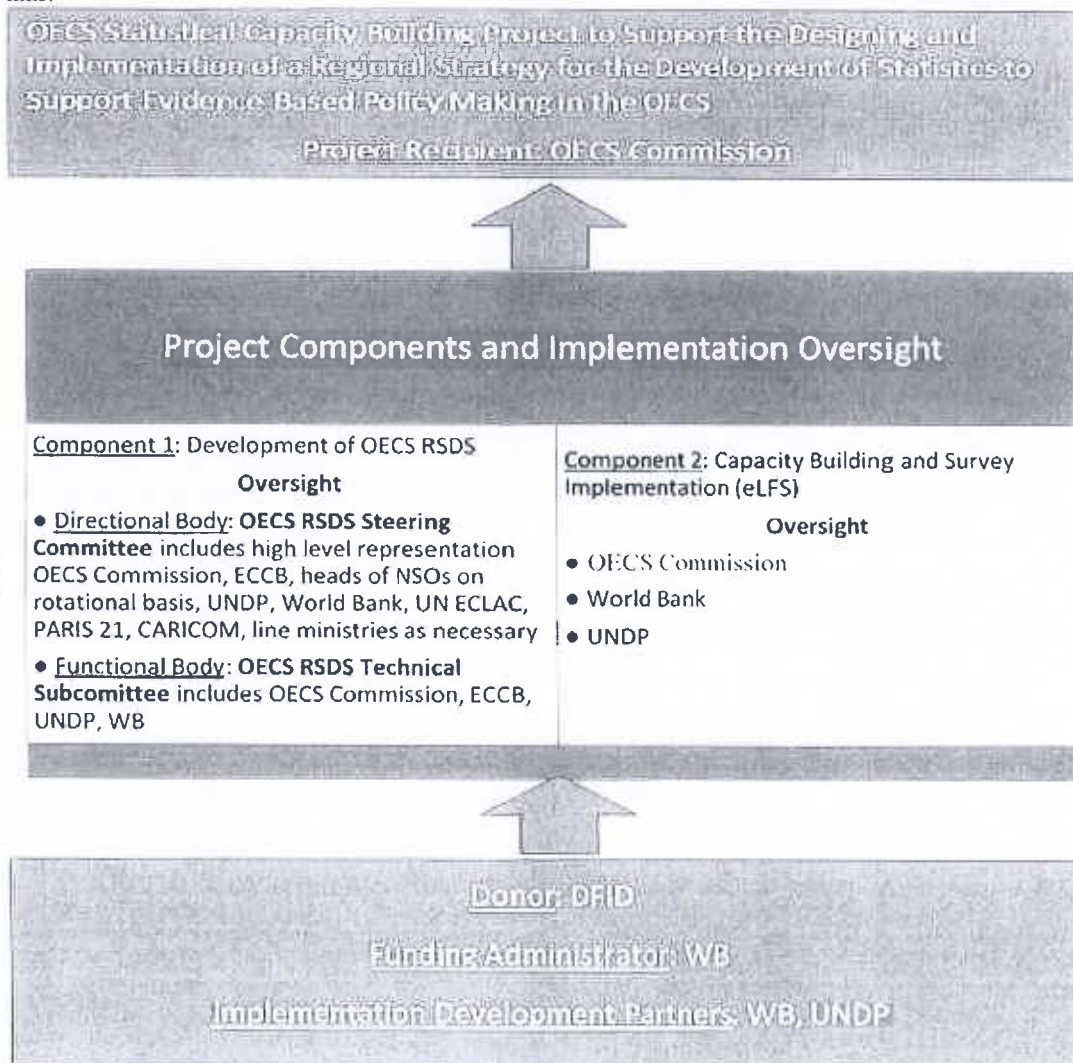
<p>Output 3 Monitoring missions, external advice, advocacy and technical support for MPI/MPM</p> <p>Baseline Lack of technical capacity for the calculation of the multi-dimensional poverty index (MPI)</p> <p>Lack of political awareness, formalised political will around multi-dimensional approaches to poverty measurement</p> <p>Target Support formal adoption of MPI for national level implementation</p> <p>Result indicator 1: Baseline (year): Target (Y1, Y2, Y3, Y4):</p> <p>Result indicator 2: Baseline (year): Target (Y1, Y2, Y3, Y4):</p>	<p>Activity 3.1 OPHI Technical Assistance 1st LoA:</p> <ul style="list-style-type: none"> Grenada: 5 days support provided in country and 10 days support via Skype and email to calculate the MPI (May to October) Saint Lucia: 3 days support via Skype and email (May to September) <p>(Travel and DSA for consultant included in budget)</p> <p>Activity 3.2: Training support OPHI Summer School (August 2015 – Support to Antigua and Saint Vincent Chief Statistics Officers to attend)</p>	<p>x</p>			<p>World Bank</p>		<p>30,000.00</p>
	<p>Activity 3.3: OPHI Technical Assistance 2nd LoA (3 countries in 2015; 2 countries in 2016)</p> <p>Activity 3.4: Monitoring missions: • Saint Lucia • Antigua • Saint Vincent • 2 other countries</p>	<p>x</p>			<p>World Bank</p>		<p>15,000.00</p>
<p>Project Coordinator Fees</p>	<p>7 months in 2015 5 months in 2016</p>	<p>x</p>		<p>UNDP SRO and World Bank</p>	<p>World Bank</p>		<p>63,500.00</p>
<p>Logistics, Printing, Communications, Administrative/direct project costs etc.</p>		<p>x</p>					<p>15,000.00</p>

Sub-total																			378, 703.70
GMS 8%																			30, 296.30
TOTAL																			409, 000.00

VIII. Governance and Management Arrangements

Explain the roles and responsibilities of the parties involved in governing and managing the project. While an example diagram is below, it is not required to follow this diagram exactly. A project can be jointly governed with other projects, for example, through a national steering sub-committee linked to Results Groups under the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach. Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism. In this section, also describe the audit arrangements, collaborative arrangements with related projects and UNDP Direct Country Office Support Services, if applicable.

The UNDP SRO will undertake activities in close collaboration with the World Bank in an effort to support the OECS Commission in its goals towards a Regional Strategy for the Development of Statistics. The Project Coordinator will sit at the UNDP Sub-regional Office for Barbados and the OECS, reporting to the Deputy Resident Representative and the assigned World Bank representative for quality assurance and ensuring that project activities are implemented on time.



Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-Term Evaluation						

² Optional, if needed

This project document shall be the instrument referred to as such in (a) Article 1 of the Standard Basic Assistance Agreement between the Governments and the United Nations Development Programme and (b) Article 1 of the Standard Basic Agreement between the Governments of Member Nations of the Organization of Eastern Caribbean States (OECS) and of the Caribbean Community (CARICOM) and the United Nations Development Programme, signed by the parties as given below:

OECS Member States

Anguilla 7 January 1960
Antigua & Barbuda 26 August 1983*
British Virgin Islands 7 January 1960
Dominica 5 November 1980*
Grenada 17 May 1976*
Montserrat 7 January 1960*
St. Christopher & Nevis 30 January 1985*
St. Lucia 22 July 1981*
St. Vincent & the Grenadines 29 April 1983*

CARICOM Member States

all OECS member states marked *
Barbados 21 October 1974
The Bahamas 21 July 1974
Belize 7 June 1982
Guyana 3 May 1977
Jamaica 26 January 1976
Suriname 29 April 1978
Trinidad & Tobago 20 May 1976

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Capacity Assessment: Results of capacity assessments of Implementing Partners (including HACT Micro Assessment) are available at UNDP Barbados Offices

1. **Project Quality Assurance Report**
2. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
3. **Social and Environmental Screening Template** for projects \$500,000 or more [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **The project's first year detailed Annual Work Plan (AWP)**
6. **Project Board Terms of Reference**

OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: Statistical Capacity Building Project to Support the Designing and Implementation of a Regional Strategy for the Development of Statistics to Support Evidence-Based Policy Making	Date:
Award ID:	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Enter a brief description of the risk <i>Key identified risks include potential delays in the implementation of activities due to time and human resource constraints, including as impacting the coordination of multiple activities and processes in conjunction with several partner organisations that is, the OECS Commission, the Eastern Caribbean Central Bank (ECCB) and the World Bank (WB))</i>	When was the risk first identified At the commencement of the project. <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i>	Environmental Financial Operational Organizational* Political* Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) <i>(In Atlas, select from list)</i>	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 2 Enter impact on a scale from 1 (low) to 5 (high) I = 3-4 <i>(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i>	What actions have been taken/will be taken to counter this risk As much forward planning as possible to be able to provide additional supports to implementing partners/to mitigate the effects of unforeseen challenges <i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>	Who has been appointed to keep an eye on this risk Responsibility rests with the Project Coordinator and the Deputy Resident Representative <i>(in Atlas, use the Management Response box)</i>	Who submitted the risk <i>(In Atlas, automatically recorded)</i>	When was the status of the risk last checked <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, increasing, no change <i>(in Atlas, use the Management Response box)</i>

Annual Work Plan

Year: 2015 – March – June 2015 only. A second instalment of funds is expected in July from the World Bank.

Key area of UNDP Strategic Plan 2014 - 2017:

Primary Outcome Area

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Secondary Outcome Area

Outcome 7, output 7.2: Global and national data collection, measurement and analytical systems⁹² in place to monitor progress on the post – 2015 agenda and sustainable development goals

Output indicators: 7.2.2: Number of countries using updated and disaggregated data to monitor progress on national development goals aligned with the post 2015 agenda

UNDAF / CPAP OUTCOME: UNDAF Outcome 3: Improved social protection services and systems to reduce poverty and inequity

CPAP OUTCOME Indicators: Number of countries that have multi-sectoral and integrated data collection and dissemination systems in place that contribute to policy development including MDG achievement and monitoring

CONTRIBUTING TO CPAP OUTPUT: Framework developed for multi-sectoral and integrated data collection across Line ministries and NSOs in 5 countries and implemented in at least 3

Gender marker rating 2: the framework allows for access to reliable sex disaggregated data which is critical to address the needs of vulnerable groups including women and which also facilitates reporting on the MDGs including MDG 3 (gender equality), CEDAW and other international reporting requirements related to gender

CONTRIBUTING TO CPAP 5 year target

(related to SPARC but applicable here as SPARC is completed) Statistical system and data audits and capacity development for collection, analysis and use for evidence based, gender responsive decision-making. Capacity development work in this area will target sex disaggregated data and gender analysis of data.

Annual OUTPUTS	PLANNED ACTIVITIES	Quarter of Completion				RESPONSIBLE PARTY	PLANNED BUDGET USD		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount USD

<p>Output 1 Support Of Ongoing Efforts In The Domain Of Statistics</p> <p>Baseline Lack of multi-dimensional approaches to poverty measurement to inform evidence based decision making for policy and programme development</p> <p>Target Successful pilot of the extended LFS – MPI in Saint Lucia in preparation for national implementation and to support discussions at the OECS LSMC on the application of the sub-regional MPI</p>	<p>1.1 Activity Pilot of extended LFS (including MPI questions and consumption module) in Saint Lucia June 2015</p> <p>1.2 Activity Implementation of extended LFS (including MPI questions & Consumption module) in St. Lucia (2015).</p> <p>1.3 Activity Implementation of harmonized LFS for the first time in St. Vincent and the Grenadines (2015)</p> <p>1.4 Activity Implementation of harmonized LFS (including MPI questions) for the first time in Antigua & Barbuda or Grenada (2015).</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>National Statistics Office of Saint Lucia with support from the UNDP SRO where needed</p>	<p>World Bank</p>	<p>8, 500.00</p> <p>30,000.00</p> <p>30, 000.00</p> <p>20, 000.00</p>
<p>Output 2 Development Of & Catapult Agreements Around A Regional Strategy For The Development Of Statistics (RSDS)</p> <p>Baseline Lack of a regional strategy on statistics</p> <p>Target To develop and implement an RSDS</p>	<p>2.1 Activity LSMC meeting 27-29 April 2015</p> <p>2.2 Activity</p> <ul style="list-style-type: none"> • 3rd Development Partner Taskforce on Statistics 12 October 2015 • 4th LSMC Technical Committee meeting 13 October 2015 • 7th OECS LSMC: 14 October 2015 	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP SRO in consultation with the OECS Caribbean Development Bank the World Bank and the Eastern Caribbean Central Bank</p>	<p>World Bank</p>	<p>30, 000.00</p> <p>35, 000.00</p>