ANNEXES

ANNEX I: EVALUATION PURPOSE AND METHODOLOGY

This chapter provides a brief overview of the evaluation's objectives, scope, methodology, data collection and analysis process used for the preparation of this report. It also outlines major limitations that were encountered during the evaluation.

1.1. OBJECTIVE AND SCOPE

The United Nations decided in 2020 to conduct an evaluation of the United Nations Multi-Country Sustainable Development Framework (MSDF) 2017-2021, which is the cooperation framework between the United Nations and 18 English and Dutch speaking Caribbean countries and territories. The MSDF reflects the high-level results of an effective cooperation between the UN System and the governments covered by this strategic framework, during the programming period.

As stipulated in the evaluation's ToR (Annex II), the purpose of the exercise was to:

- assess the performance of the UN system against the MSDF;
- gather key findings and lessons learned to inform the next MSDF planning cycle;
- improve UN coordination in the Caribbean; and
- support greater accountability towards agreed national objectives and priorities in the countries.

The evaluation presented in this report serves as an accountability instrument for gauging the UN Development System's collective contribution to the 18 Caribbean countries and territories. The focus of the evaluation has been on the activities, achievements and results of all the resident and non-resident UN agencies operating in the Caribbean in the period 2017-2020. The report examines whether the respective UN Country Teams (UNCTs) have prioritized support and contributed to the development of the respective countries and territories. It assesses the leadership of the UN Resident Coordinators (RCs) in addressing the political challenges faced by the UNCTs, as well as the UNCTs' support for collective objectives on programming and resource mobilization. The evaluation also identifies synergies, gaps, overlaps and missed opportunities. It assesses whether the UNCTs have contributed to transformative change that goes beyond the scope of programmes and projects to facilitate progress towards the achievement of SDGs. The evaluation advises on the overall strategic positioning of the UN Development System, as well as priorities and considerations for future support. As the UN System in the Caribbean starts preparing for a new cycle, the evaluation serves to inform the approach moving forward and ensure it is evidence-based. The MSDF evaluation does not evaluate the individual programmes or activities of UNCTs' members, but rather builds on the programme and project evaluations conducted by each agency over the last five years. The box below provides a more detailed description of the evaluation's objectives.

Box 1: Objectives of the MSDF Evaluation

Specific objectives of the evaluation, as outlined in the evaluation's ToR, were:

- To assess performance against MSDF 2017-2021 framework, its strategic intent and objectives. National development outcomes are contained in the results framework against which the UNCTs' contribution needs to be assessed. As such, this evaluation is to be carried out jointly with the UNCTs and the overall approach is participatory and orientated towards learning how to jointly enhance development results at the national level.
- Assess the extent to which the UN MSDF and coordination mechanisms have contributed to advance and streamline Results-based Management, Gender Equality and Human Rights Based Approach in UN agencies' programming.
- Determine how UNCT contributed to the intended MSDF outcomes, with special attention to Delivering as One and ONE Programme operating principles.
- The evaluation process will examine the stated MSDF outcomes and provide actionable recommendations, lessons learnt, and good practices that will inform the new MSDF cycle.
- Assess the results of the cross-cutting programming and "leave no one behind" principles in the current UN MSDF, including the assessment of the effects on vulnerable groups.

The evaluation was underpinned by the following key results-oriented questions:

1. What difference did the MSDF intervention make in the Caribbean's development?
2. How did it make this difference, and what other factors and partners were relevant?

To provide these answers, the objective of the evaluation was to assess the contribution made by the UN System in the framework of the MSDF to national development results using evaluation criteria based on available evidence (accountability). This included:

- Providing information on the overall relevance, effectiveness, efficiency, sustainability and impact of the programming and results of the MSDF for the 2017-2020 period, across its four outcomes;
- Identifying the factors and partners that have affected the UN's implementation and contribution, assessing the performance and explaining the enabling factors and bottlenecks;
- Assessing the extent to which the MSDF and coordination mechanisms have contributed to advance and streamline Results-based Management, Gender Equality and Human Rights Based Approach in UN agencies' programming;
- Advise on the suitability of indicators and other verification tools used to measure progress towards outcomes and outputs;
- Reach conclusions concerning UN contributions across the Results Framework of the MSDF and Country Implementation Plans (CIPs). To the extent possible, also provide conclusions which results could be attributable to the UN interventions in cooperation with the national counterparts;
- Providing actionable recommendations for improving UN contributions, especially for incorporation into the new cooperation framework;
- Assessing whether MSDF results built on the United Nations' collective comparative advantage (rather than that of individual agencies) in a coherent manner.

The evaluation was conducted by an international evaluator and a research assistant, as an external, independent, stand-alone exercise, with the broad purpose to support greater learning about what works and what does not, and produce an independent assessment of the achievements, challenges and lessons learned of the implementation of the MSDF, in order to inform stakeholders and to provide input into the next programming cycle. The evaluation was carried out jointly with the UNCTs in the Caribbean. Overall, it was conducted in an inclusive manner and promoted national ownership through a meaningful engagement of relevant national partners. Evidence and findings were based on the views of key stakeholders, including government officials, civil society organizations and private sector representatives. Human rights and gender equality were taken into consideration throughout the process. The evaluation has a forward-looking dimension, examining what is important for the future.

The evaluation examined progress during the 2017 – 2020 period. Its scope was global, in the sense that it covered all strategic areas and activities carried out by resident and non-resident UN agencies under the MSDF. It included all project and non-project activities and the results and contributions that they have led to. In the context of development effectiveness, the evaluation examined development outcomes, policy and strategy coherence, inter-agency and donor co-ordination, and organizational efficiency. The evaluation also assessed how UN coordination took place under the MSDF 2017-2021. In addition, the evaluation examined how UN interventions have sought to mainstream the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development.

The main users of the evaluation are the respective governments, UNCTs, development partners, private sector and civil society participating in UN programmes. Primary users are decision-makers and implementing partners within governments and UNCTs, including resident and non-resident UN entities, which may use the results to strengthen accountability and learning, both for the implementation of the ongoing MSDF and for the preparation of the upcoming one. Secondary users are civil society organizations, development partners and other relevant stakeholders participating in UN programmes, as well as the UN Development Coordination Office (UNDCO).

The evaluation was conducted in light of the UN reform that seeks to ensure that United Nations Development Assistance Framework (UNDAF) programmes deliver on the 2030 agenda. It also took into account the UN reform pillar focused on changing the UN approach to multi-country offices (MCO), including a related MCO Review, that has been taken forward at intergovernmental level with key actions applicable to the Caribbean

1.2. METHODOLOGY

The evaluation examined the implementation of MSDF in support of regional and national development efforts, focusing on the following dimensions.

- Design of the results framework: the way the outcome and output indicators, baselines and targets were set up in the programme document.
- Strategy: if and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcomes.
- Factors that have facilitated or hindered progress in achieving the outcomes, both in terms of external opportunities and risks, as well as internal, including: strengths and weaknesses in programme/project design, implementation and management, human resource skills, and resources; added value and comparative advantage of the UN in contributing to the outcomes, including a better understanding of similar work implemented by other partners and stakeholders and how UN adds value.
- Strategic complementarities and programmatic coherence: assess to what extent the outcomes and interventions have been inter-connected, as well as complementary to other work areas, thus maximizing development results.
- Innovation: the extent to which the UN has applied innovations or innovative approaches in its work related to the outcomes.
- Lessons learnt: to be used for eventual course correction in the current implementation or to inform the design of a better implementation strategy for the next programme cycle.

Overall, the evaluation process was based on the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria[1] and definitions and followed norms and standards established by the United Nations Evaluation Group on integrating human rights and gender equality.[2] It assessed the degree to which UN initiatives have supported or promoted gender equality, a rights-based approach, and human development. In particular, in line with the UN System-Wide Action Plan (UN-SWAP) on gender equality, data collection methods and processes have considered gender sensitivity. The report is overall compliant with the United Nations Evaluation Group (UNEG) quality checklist of evaluation reports and acknowledges how inclusive stakeholder participation was ensured during the evaluation process and any challenges to obtaining the gender equality information or to addressing these issues appropriately.
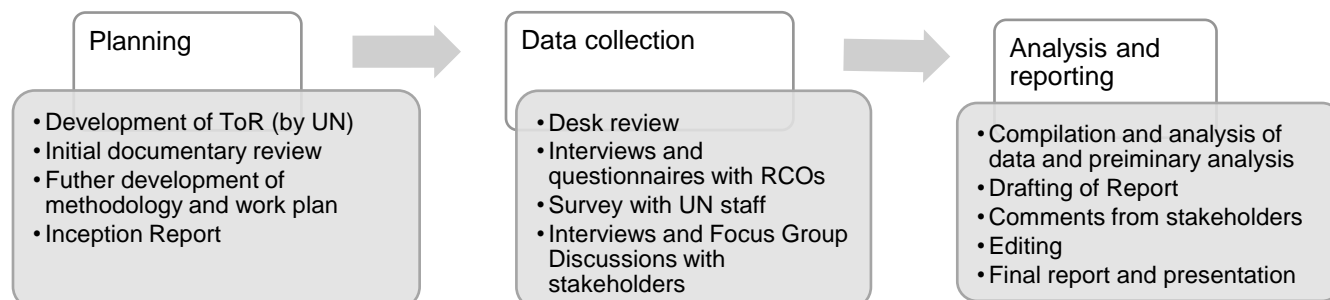
The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, surveys, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. Evaluation activities were conducted by one evaluation consultant, with the help of M&E officers in the six RCOs involved. Evaluation activities were organized according to the following stages: i) planning; ii) data collection; and,

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[1] Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

[2] http://www.unevaluation.org/document/detail/1211

iii) data analysis and reporting. Figure 1 below shows the three stages and the main activities under each of them.

Figure 1: Evaluation Stages

Evaluation Planning

The planning and preparation phases included the development of the ToR by the UN and the design of the evaluation framework. The evaluator, in consultation with the six RCOs and in particular the Regional MSDF Monitoring and Evaluation Task Team (RMETT), identified key stakeholders – UN staff, government representatives, NGOs, and CSOs - for focus group discussions, interviews and surveys.

Data Collection

The evaluation combined quantitative and qualitative analysis methods based on data and information from different sources including, but not limited to, national statistical sources, UN programmatic data, reports, evaluations, policy documents of the government and stakeholder interviews (see the table below for a list of data sources and Annex III for the key documents). The evaluation used disaggregated data wherever possible. It capitalized on other evaluations and reviews, including agency annual reviews, agency progress reports and programme evaluations. Table 1 below summarizes the sources of data that were used for this evaluation.

Table 1: Data Sources

Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	• UNCT documents, MSDF planning documents, progress reviews, annual reports and past evaluation reports (incl. those on projects and small-scale initiatives), survey results, strategy papers, national plans and policies and related programme documents. Where necessary, project documents were consulted.

Evaluation tools	Sources of information	
	Programme/project documentation	• Agencies' Annual Work Plans and Reports • Agency Progress Reports and Evaluations • Reports produced by the agencies.
	Government documents/papers	Including relevant policies, laws, strategies, operating procedures, etc. Voluntary National Reviews (VNRs) are a particularly useful source of information).[3]
	Third party reports	E.g. World Bank, IADB, independent local research institutions, etc.
Interviews/focus groups with UN staff and stakeholders	These include:	• Interviews with agency staff. • Focus groups with relevant stakeholders including government representatives, non-governmental organizations, academia, private sector representatives, donors, etc. • Analyses of case studies and identification of good practices.

It should be noted here that a field mission – which under normal circumstances is essential for this type of evaluation – did not take place due to the COVID-19 pandemic which caused travel restrictions in most countries. To mitigate the impact of these restrictions on the data collection process, a more extensive documentary review and engagement of key participants were undertaken.

The following are the ***data collection activities*** that took place under this evaluation.

1) *Documentary Evidence*

Documentary evidence was collected from various sources and included the following:

- o Background documents on the national context of the countries/territories involved, including national strategies and policies prepared by the governments and documents prepared by international partners during the period under review;
- o UNCT documents and agencies' programme and project documents, including preparatory phase documents, annual reports, etc.;

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[3] Several Caribbean countries have completed VNRs, including Belize (2017), the Bahamas and Jamaica (2018), Guyana and Saint Lucia (2019) and Saint Vincent and the Grenadines and Trinidad and Tobago (2020). Both the Bahamas and Antigua and Barbuda are scheduled to submit VNRs in 2021.

- o Reviews of the agencies' programmes;
- o Independent research reports and academic publications on various subjects; and
- o Evaluations and assessments conducted by the agencies.

2) *Weekly Discussions with the Regional Monitoring and Evaluation Task Team (RMETT)*

RMETT was the primary focal point for the evaluation and the evaluator. This structure provided significant information for the evaluation process on an ongoing basis and served as the source of quality assurance for the evaluation process. Regular meetings – mostly weekly – were organized between RMETT and the evaluator.

3) *Questionnaire with UNRCOs*

A questionnaire was developed to collect preliminary information from the six respective RCOs, which helped established a clear baseline for the evaluation and identify a number of parameters which were useful for the formulation of subsequent data collection methods. This questionnaire is included in Annex V.

4) *Survey with UN agency staff*

An online survey was developed for the staff of UN agencies. It contained primarily multiple-choice questions and focused on general issues related to the staff of UN agencies. The survey was designed to capture what agency staff thought about key issues related to coordination and cooperation between UN entities. This survey received a total of 102 responses from UN staff members and is included in Annex VI.

5) *Questionnaire for UN agencies*

In addition to the survey with UN agency staff mentioned above, the evaluator developed a questionnaire for individual UN agencies. Unlike the survey which was answered by individuals, the questionnaire solicited the collective response of the agencies – one per institution. It was more qualitative in nature and explore more in-depth the most relevant issues that emerged during the prior data collection process. This questionnaire is included in Annex VII.

6) *Survey with National Counterparts*

An online survey was developed for the national counterparts of UN agencies – be they governmental or non-governmental organizations. It contained primarily multiple-choice questions and focused on general issues related to joint cooperation with the UN system. The survey was designed to capture what national counterparts thought about key issues related to coordination and cooperation with the UN system. The participants to this survey were selected in

collaboration with the respective RCOs and UN agencies. This survey is shown in Annex VIII. It received a total of 58 responses from government and non-governmental partners.
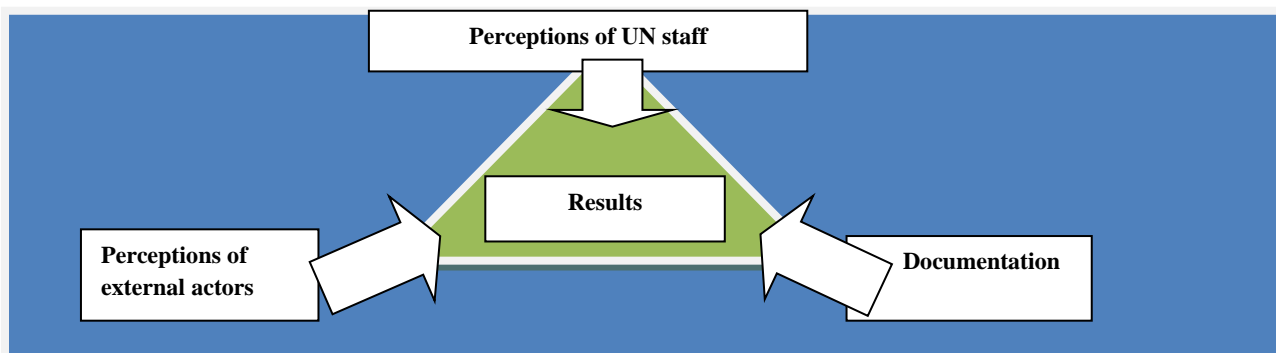
7) *Interviews/Focus Groups with External Stakeholders*

The evaluator conducted semi-structured interviews with key stakeholders, including key government counterparts and representatives of civil society organizations. Stakeholders for each RCO group were organized in two focus groups – one for government stakeholders and another for civil society representatives. This allowed for greater efficiencies, given the large number of stakeholders involved in the MSDF. Overall, a participatory approach was applied during the data collection process to involve key stakeholders and boost ownership of the evaluation process. At the same time, given the extensive nature of this exercise, the number of stakeholders was kept to a manageable level. The participants to the focus group discussions were selected in consultation with the respective RCOs and based on the suggestions provided by the UN agencies in the questionnaires to which they responded. The list of partners interviewed was developed in cooperation with the UNRCOs and based on the input of the respective UN agencies.

Data Analysis

Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 2 below. It involved the checking of the reliability of findings through multiple data sources, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. The evaluation analysis was conducted on the basis of the criteria of relevance, effectiveness, efficiency, and sustainability outlined in the ToR and reproduced in the box below.

Figure 2: Method of Triangulation

Box 2: Evaluation Criteria

The evaluation's ToR have identified the following evaluation criteria and questions to be assessed.

Relevance and coherence: Are we doing the right things? To what extent are the objectives and the design of, the intervention strategies of the MSDF consistent with the needs and interests of regional

countries and territories, their people (specially those further left behind) and shared priorities, alignment with international obligations, the Sustainable Development Goals and the policies and common priorities of principal donors both nationally/regionally? To what extent have MSDF interventions promoted synergies among their different outcomes among agencies and UNCTs? How do they support national and regional development policies in the Caribbean?

- ✓ Have the UNCTs addressed the most pressing needs of the people and the country, strategically and collectively, in design and in implementation? Does the UN MSDF cover and reach its intended beneficiaries? Does it consider the particularities and specific interests of the vulnerable groups?
- ✓ Are the MSDF outcomes relevant in terms of internationally agreed goals and commitments? (The SDGs, UN human rights treaties, and resolutions, CRC, CEDAW, UNFCCC, etc.)

- ✓ Have resources been mobilized and used to meet the priorities of the UNCTs?
- ✓ What has been the value-addition of having a Caribbean multi-country framework instead of country-specific (plus OECS sub-regional) framework? What were the assumptions that justified the regional framework and to what extent were they validated?

- ✓ Did the design of the MSDF results framework allow for easy monitoring and reporting against the stated outcomes?

- ✓ To what extent have the MSDF programming principles been considered and mainstreamed?

Results: Have we made a difference? To what extent has the MSDF contributed to strengthening of the national and regional capacities and fostered progress in the planned areas of agreed intervention.

- ✓ To what extent and in what ways has the MSDF contributed to setting national and regional priorities and implementing the Sustainable Development Goals?

- ✓ What are the changes observed at national and regional level, including changes in relevant statistical indicators, and what is the UN's contribution to these changes?
- ✓ What lessons and recommendations for future CCA and UNSCDF (MSDFII)?

- ✓ To what extent have human rights principles and gender equality been effectively streamlined in the implementation of the UN MSDF?
- ✓ To what extent have the comparative advantages of the UN been utilized in the national and regional context in relation to other development partners active in the countries and territories?
- ✓ Has the RCs' leadership and the collective effort of the UNCTs helped to overcome political and sustainable development challenges in pursuing the UN MSDF agenda?
- ✓ Have the synergies between UNCT agencies helped to achieve broader-based results and greater value for money?
- ✓ To what extent and in what ways did the MSDF contribute to capacity development of government, NGOs and civil society institutions?

Transformation: Have we made sustainable, systemic and society-wide changes?

- ✓ Has the respective UNCTs' work ensured national and regional ownership, so that the changes will last beyond the UNCTs interventions? What are the main development changes?
- ✓ Did the UNCTs bring about systemic changes?
- ✓ What are the opportunities and risks to the sustainability of MSDF? How has the MSDF contributed to sustainability of results of Country Programmes and projects of individual UN agencies?
- ✓ Has the MSDF enabled innovative approaches embedded in institutional learning for national capacity development to enable these actors to continue achieving positive results without the UN/development partners' support?

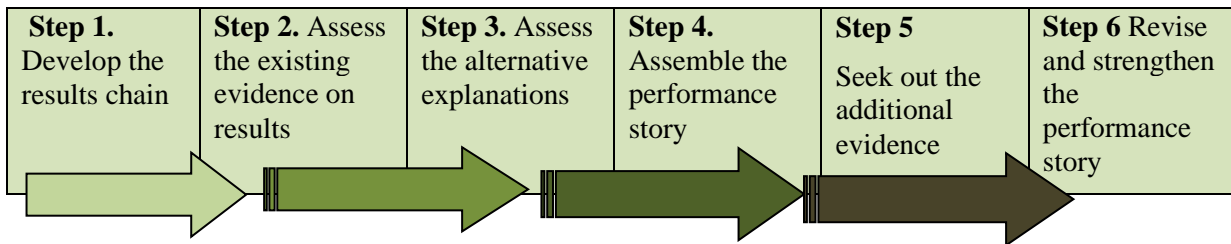**Normative: Have we left no one behind?**

- ✓ Have the UNCTs prioritized the needs of the most vulnerable, the poor and the marginalized?
- ✓ Did the UNCTs properly mainstream gender?
- ✓ Did the UNCTs properly address human-rights issues?
- ✓ Did the UNCTs address unintended or negative effects on the population or social groups outside the programme's scope?

In addition to the four dimensions highlighted above, the following questions will be used to assess the MSDF:

- ✓ Has the MSDF strengthened the position, credibility and reliability of the UN as a partner for governments and other actors in their efforts to achieve the SDGs?
- ✓ Has the MSDF enabled the respective UNCT to deliver quality, integrated, SDG-focused policy support?

- ✓ Has the MSDF promoted effective partnerships and strategic alliances around the main MSDF Pillars and Outcomes?

- ✓ Has the MSDF facilitated the identification of and access to new financing for partners?
- ✓ Has the MSDF contributed to greater clarity and transparency of results achieved and resources used?
- ✓ Has the MSDF enabled greater UN coherence and discipline and reduced transaction costs?
- ✓ Was the MSDF supported by an integrated funding framework and by adequate funding instruments? What were the gaps?
- ✓ What risks and/or opportunities have materialized through the implementation of the MSDF? How were they seized upon or addressed?

- ✓ What unintended results – positive or negative – did the MSDF implementation produce? What would have happened in the absence of the MSDF intervention, compared to the current development trends in the Caribbean?

Figure 3 shows the steps that were taken for the analysis of information. The analysis covered aspects of MSDF formulation, including the extent of stakeholder participation during the formulation process; replication approach; design for sustainability; linkages between the programme components; adequacy of management arrangements, etc.

Figure 3: Steps in Analysis Process

Step 1. Develop the results chain	Step 2. Assess the existing evidence on results	Step 3. Assess the alternative explanations	Step 4. Assemble the performance story	Step 5 Seek out the additional evidence	Step 6 Revise and strengthen the performance story

1.3. LIMITATIONS AND MITIGATION MEASURES

All possible efforts were made to minimize potential limitations emerging in the evaluation process. The evaluator was granted access to a large amount of information, organized by the UNRCOs. The following limitations arose in the course of the evaluation work. For each limitation a set of measures were identified to mitigate related risks/challenges.

- A serious limitation in this evaluation is the lack of data on the indicators established in the MSDF document for the assessment of results. As will be seen further in this report, the MSDF document did not include clearly and definitely defined the baselines and targets for the indicators that were selected. Also, some of the indicators themselves were not clear. Consequently, limited work took place on the side of the UN teams to collect information for tracking the achievement of MSDF objectives. This challenge will be discussed in more detail further in this report. The assessment of results in this evaluation was not conducted according to the MSDF's results framework due to the lack of data, but based on the general contributions reported by the agencies and the RCOs through their reporting and the surveys/interviews conducted for this evaluation.

- A major limitation identified at the time of the preparation of the inception report was the inability of the evaluator to conduct a field mission in the countries and territories involved and have in-person interviews with key stakeholders due to the COVID-19 pandemic. To mitigate this limitation, the evaluator will focus on documentary evidence – especially project progress reports. Further, the evaluator will make use of detailed questionnaires for key stakeholders and will follow up with remote interviews.

- Another limitation of this evaluation was the inability of having in depth one-one-one discussions with national partners, not only due to the COVID-19 situation described above, but also because of the inability to engage in depth representatives from 18 countries and territories. This evaluation was conducted by one evaluator with assistance from a research assistant, which made it physically impossible to deeply engage partners across borders. As a form of mitigation, the engagement of national partners was conducted primarily through an online survey and 11 Focus Group Discussions (see Annex IV for the list of participants in focus group discussions).

- Another limitation in this evaluation was the lack of systematic Annual Reports at the regional (MSDF) level and for some of the countries/territories for the work of the UN as a whole. Also, for the period in question no evaluation or assessment has been conducted on the MSDF itself or any of the underlying CIPs/SIP at the country or sub-regional level. To mitigate this constraint, the surveys used for this evaluation were quite detailed.
- Also, limited engagement took place with the regional centers of the various agencies covering the Caribbean region. Most of these centers are focused on Latin America, with limited focus and resources on the Caribbean. Deeper insights from the perspective of these entities – which unique to the regional nature of their work - would have added value to this evaluation.

1.4. GOVERNANCE, QUALITY ASSURANCE AND ETHICS

The **Regional MSDF Steering Committee** (reviewed in more detail further in this report) has been the body ultimately responsible for overseeing the proper conduct of the evaluation. The Regional MSDF Steering Committee represents all UN Agencies, Funds and Programmes participating in the MSDF. The evaluation process was operationalized by RMETT which comprises data management officers of the RCOs. The role and responsibility of the RMETT included providing technical support to the preparation and design of the evaluation framework and quality assurance review of the final evaluation report. At the national level, the RCOs have coordinated with government and civil society partners through the respective focal points to ensure the inputs across sectors, line ministries and CSOs. A more detailed description of roles and responsibilities based on the evaluation ToR is provided in Annex IX of this report.

The quality of the evaluation was ensured through an inclusive process based on the UNDAF quality criteria.[4] The steps undertaken to ensure the quality of evaluation include:

- The evaluation ToRs were developed by the UN in a participatory fashion.
- The Inception Report was discussed and agreed with the UNRCOs.
- UN agencies and their counterparts were key participants in the interviews and focus group discussions.
- Initial evaluation findings were presented to RMETT and RCOs, which subsequently shared them with UNCTs.
- Draft evaluation reports were reviewed by RMETT and UNCTs.
- Following up on the first draft, additional discussions were organized with UN agencies.

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[4] http://procurement-notices.undp.org/view_file.cfm?doc_id=120296

The evaluation was conducted in accordance with the United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System. Specific commitments included:

- Independence and Impartiality. The consultant remained independent from the UN at all times. Clear reasons for evaluative judgments, and the acceptance or rejection of comments on the evaluation report were given. The final report represents the views of the consultant, and not necessarily that of UN which may articulate its voice through a Management Response.
- Credibility and Accountability. The consultant used best review practices to the best of his abilities at all times.
- Rights to self-determination, fair representation, protection and redress. All data collection included a process of ensuring that all contributors and participants gave genuinely free, prior and informed consent. Contributors were given opportunities to refuse, grant or withdraw their consent based upon clear understandings of the persons/institutions involved, the intention of the process, and possible risks or outcomes.
- Avoidance of Harm. The consultant worked with UN staff to identify representatives of civil society and vulnerable groups prior to data collection process, and to ensure that the processes was responsive to their needs.
- Accuracy, completeness and reliability. During the desk review and data collection and analysis phases, the consultant ensured that all evidence was tracked from its source to its use and interpretation.

1.5. STRUCTURE OF THE REPORT

This report begins with an overview of the evaluation objectives and methodology. The second chapter provides a description of the regional context in which the MSDF has been implemented. The third chapter provides a broad overview of the MSDF, focusing on planned results, coordination mechanisms and stakeholders. The fourth chapter presents the report's main findings and consists of four parts corresponding to the four standard evaluation dimensions: relevance, effectiveness, efficiency and sustainability. The fifth chapter summarizes the main conclusions and identifies key "lessons learned" drawn from the experience of the MSDF. The last (sixth) chapter provides a set of recommendations for the consideration of the UN and its partners. Additional information supporting the arguments made throughout the document is provided in annexes attached to this report.

ANNEX II: EVALUATION'S TERMS OF REFERENCE

BACKGROUND

The United Nations in adapting its planning and programmes to better help Caribbean countries in their thrust to achieve the Sustainable Development Goals has developed a five-year regional framework that aligns with and supports the overarching strategic goals of the Caribbean's governments and key stakeholders. This United Nations Multi-Country Sustainable Development Framework (UN MSDF) defines how the UN will jointly achieve development results in partnership with 18 English- and Dutch-speaking Caribbean countries and Overseas Territories for the period 2017-2021. The Framework is the successor to the six (6) United Nations Development Frameworks (UNDAFs) across Barbados and the OECS, Belize, Guyana, Jamaica, Suriname and Trinidad and Tobago and will end in December 2021. The MSDF reflects the high-level results in which the UN System and the Governments covered under this strategic framework will cooperate over the programming period. The (4) four main outcomes areas are as follows:

- An Inclusive, Equitable and Prosperous Caribbean
- A Safe, Cohesive, and Just Caribbean
- A healthy Caribbean
- A Sustainable and Resilient Caribbean

The below diagram displays the anticipated results under each of these priority areas in the MSDF.
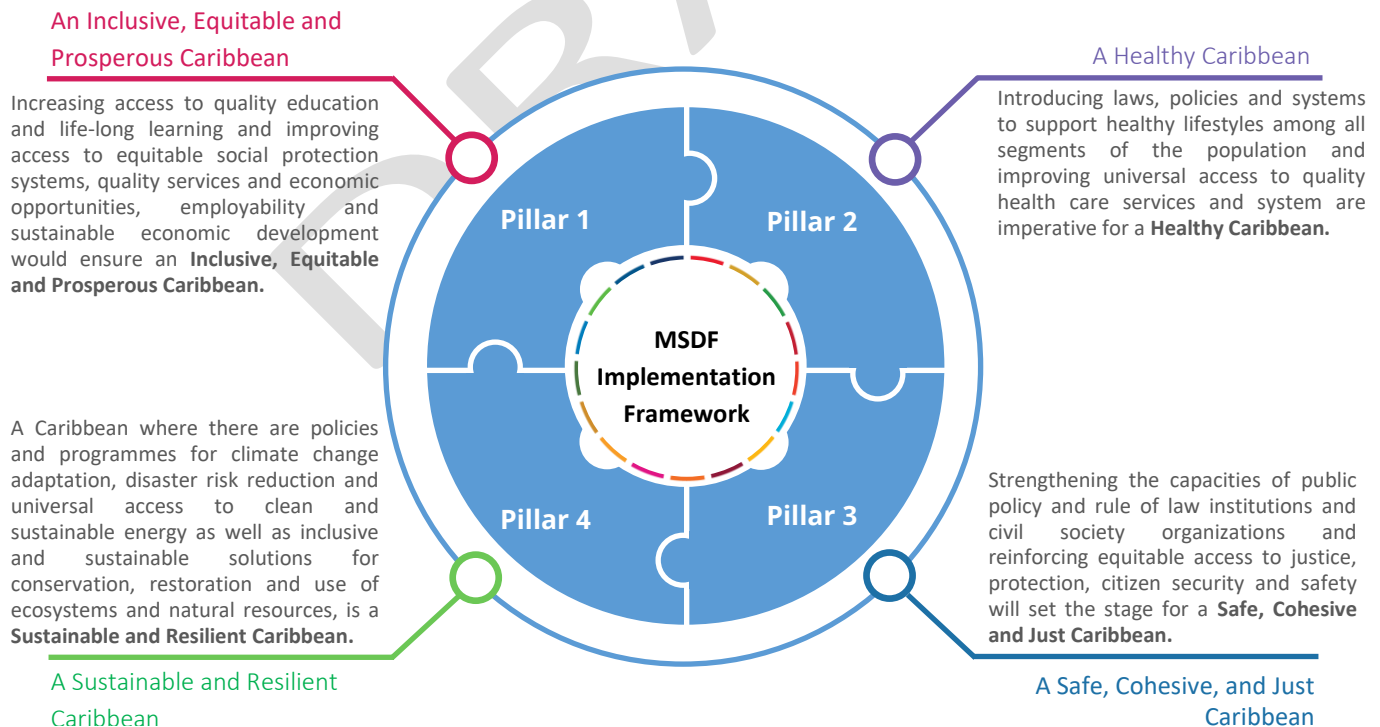
An Inclusive, Equitable and Prosperous Caribbean

Increasing access to quality education and life-long learning and improving access to equitable social protection systems, quality services and economic opportunities, employability and sustainable economic development would ensure an **Inclusive, Equitable and Prosperous Caribbean.**

A Healthy Caribbean

Introducing laws, policies and systems to support healthy lifestyles among all segments of the population and improving universal access to quality health care services and system are imperative for a **Healthy Caribbean.**

Pillar 1 **Pillar 2**

MSDF Implementation Framework

Pillar 4 **Pillar 3**

A Caribbean where there are policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy as well as inclusive and sustainable solutions for conservation, restoration and use of ecosystems and natural resources, is a **Sustainable and Resilient Caribbean.**

Strengthening the capacities of public policy and rule of law institutions and civil society organizations and reinforcing equitable access to justice, protection, citizen security and safety will set the stage for a **Safe, Cohesive and Just Caribbean.**

A Sustainable and Resilient Caribbean

A Safe, Cohesive, and Just Caribbean

Figure 1.0: United Nations Caribbean Multi country Sustainable Development Framework (UN MSDF)

These priority areas describe the areas of intervention that the governments and the UN will engage in over the period 2017-2021, and the outcome statements reflect the high-level results for each priority area.

EVALUATION RATIONALE
The United Nations Multi country Sustainable Development Framework (UN MSDF) evaluation is the main accountability instrument for gauging the UN Development System's collective contribution at country level within the Caribbean.

The UN MSDF evaluation will examine whether the respective UN Country Teams (UNCT) are prioritizing support and contributing to the development of regional countries and territories. It will assess the leadership of the UN Resident Coordinators (RC) in addressing the political challenges faced by the UNCTs, as well as the UNCTs' support for collective objectives on programming and resource mobilization.

The evaluation will also identify synergies, gaps, overlaps and missed opportunities. It will ultimately assess whether the UNCTs contributed to transformative change that goes beyond the scope of programmes and projects to help a country progress towards achieving the SDGs. It will advise on the overall strategic positioning of the UN Development System in a given country and on priorities and considerations for future support.

The MSDF evaluation will not evaluate the individual programmes or activities of UNCT members, but rather build on the programme and project evaluations conducted by each agency of the last five years. The process will be conducted in an inclusive manner and promote national ownership through the meaningful engagement of relevant national partners throughout the evaluation process. Evaluation design, procurement and processes should build on and strengthen national evaluation capacities.

MSDF EVALUATION PURPOSE, OBJECTIVES AND SCOPE
The purpose of the MSDF evaluation is

- ✓ to gather key findings and lessons learned to inform the next UN MSDF planning cycle;
- ✓ to improve UN coordination in the Caribbean; and
- ✓ to support greater accountability towards agreed national objectives and priorities in the countries.

Objectives of MSDF evaluation as a programmatic evaluation are:

- To assess performance against MSDF 2017-2021 framework, its strategic intent and objectives. National development outcomes are contained in the results framework against which the

UNCTs' contribution needs to be assessed. As such, this evaluation is to be carried out jointly with the UNCTs and the overall approach is participatory and orientated towards learning how to jointly enhance development results at the national level.

- Assess the extent to which the UN MSDF and coordination mechanisms have contributed to advance and streamline Results-based Management, Gender Equality and Human Rights Based Approach in UN agencies' programming.

- Determine how UNCT's contributed to the intended outcomes of the MSDF, with special attention to Delivering as One and ONE Programme operating principles.

- The evaluation process will examine the stated MSDF outcomes and provide actionable recommendations, lessons learnt, and good practices that will inform the new MSDF cycle.

- Assess the results of the cross-cutting programming and "leave no one behind" principles in the current UN MSDF including the assessment of the differential progress on vulnerable groups.

The scope covered by the evaluation includes examining MSDF programming principles and overall strategies. The UN MSDF will be evaluated against the strategic intent laid out in the UN MSDF document and specifically its contribution to the national development results.

The evaluation will also assess the UN coordination role regarding joint funding and resource mobilization.

MSDF EVALUATION CRITERIA AND QUESTIONS

The UN MSDF evaluation criteria and questions should assess the following four dimensions.

[1] **Relevance and coherence:** Are we doing the right things? To what extent are the objectives and the design of, the intervention strategies of the UN MSDF consistent with the needs and interests of regional countries and territories, their people (specially those further left behind) and shared priorities, alignment with international obligations, the Sustainable Development Goals and the policies and common priorities of principal donors both nationally/regionally? To what extent have UN MSDF interventions promoted synergies among their different outcomes among agencies and UNCTs? How do they support national and regional development policies in the Caribbean?

[2]

- ✓ Have the UNCTs addressed the most pressing needs of the people and the country, strategically and collectively, in design and in implementation? Does the UN MSDF cover and reach its intended beneficiaries? Does it consider the particularities and specific interests of the vulnerable groups?
- ✓ Are the UN MSDF outcomes relevant in terms of internationally agreed goals and commitments? (The SDGs, UN human rights treaties, and resolutions, CRC, CEDAW, UNFCCC, etc.)

- ✓ Have resources been mobilized and used to meet the priorities of the UNCT's?
- ✓ What has been the value-addition of having a Caribbean multi-country framework instead of country-specific (plus OECS sub-regional) framework? What were the assumptions that justified the regional framework and to what extent were they validated?

- ✓ Did the design of the UN MSDF results framework allow for easy monitoring and reporting against the stated outcomes?

- ✓ To what extent have the UN MSDF programming principles been considered and mainstreamed?

i. **Results:** Have we made a difference? To what extent has the MSDF contributed to strengthening of the national and regional capacities and fostered progress in the planned areas of agreed intervention.

- ✓ To what extent and in what ways has the UN MSDF contributed to setting national and regional priorities and implementing the Sustainable Development Goals?

- ✓ What are the changes observed at national and regional level, including changes in relevant statistical indicators, and what is the UN's contribution to these changes?
- ✓ What lessons and recommendations for future CCA and UNSCDF (MSDFII)?

- ✓ To what extent have human rights principles and gender equality been effectively streamlined in the implementation of the UN MSDF?
- ✓ To what extent have the comparative advantages of the UN been utilized in the national and regional context in relation to other development partners active in the countries and territories?
- ✓ Has the RC's leadership and the collective effort of the UNCTs helped to overcome political and sustainable development challenges in pursuing the UN MSDF agenda?
- ✓ Have the synergies between UNCT agencies helped to achieve broader-based results and greater value for money?
- ✓ To what extent and in what ways did UN MSDF contribute to capacity development of government, NGOs and civil society institutions?

ii. **Transformation:** Have we made sustainable, systemic and society-wide changes?

✓ Has the respective UNCTs work ensured national and regional ownership, so that the changes will last beyond the UNCTs' interventions? What are the main development changes?

✓ Did the UNCTs' work bring about systemic changes?

✓ What are the opportunities and risks to the sustainability of UN MSDF? How has UN MSDF contributed to sustainability of results of Country Programmes and projects of individual UN agencies?

✓ Has UN MSDF enabled innovative approaches embedded in institutional learning for national capacity development to enable these actors to continue achieving positive results without the UN/development partners' support?

iii.   Normative: Have we left no one behind?

✓ Have the UNCTs' prioritized the needs of the most vulnerable, the poor and the marginalized?

✓ Did the UNCTs' work properly mainstream gender?

✓ Did the UNCTs' work properly address human-rights issues?

✓ Did the UNCTs ensure that unintended or negative effects on the population or social groups outside the programme's scope have been properly addressed and/or minimized?

In addition to the four dimensions highlighted above, the following questions can be used to assess UN MSDF:

✓ Has the UN MSDF strengthened the position, credibility and reliability of the UN as a partner for governments and other actors in their efforts to achieve the SDGs?

✓ Has the UN MSDF enabled the respective UNCT to deliver quality, integrated, SDG-focused policy support?

✓ Has the UN MSDF promoted effective partnerships and strategic alliances around the main UN MSDF Pillars and Outcomes?

✓ Has the UN MSDF facilitated the identification of and access to new financing for national partners?

✓ Has the UN MSDF contributed to greater clarity and transparency of results achieved and resources used?

✓ Has the UN MSDF enabled greater UN coherence and discipline and reduced transaction costs for partners?

✓ Was the UN MSDF supported by an integrated funding framework and by adequate funding instruments? What were the gaps?

✓ What risks and/or opportunities have materialized through the implementation of UN MSDF? How were they seized upon or addressed?

✓ What unintended results – positive or negative – did the UN MSDF implementation produce? What would have happened in the absence of the UN MSDF intervention, compared to the current development trends in the Caribbean?

PROPOSED EVALUATION METHODOLOGY

The approach of the evaluation shall be participatory and flexible in design and implementation, ensuring stakeholder participation and ownership, and facilitating learning and feedback[5]. The UN MSDF evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in these guidelines, the availability of resources and the priorities of stakeholders. In all cases, the Evaluation Consultant is expected to use all available information sources that will provide evidence on which to base evaluation conclusions and recommendations. Anticipated approaches to be used for data collection and analysis by the Consultant are desk reviews, interviews with key stakeholders, field visits, questionnaires and participatory techniques. However, in times of COVID-19, adjustments will need to be made considering current travel restrictions and to allow for the safe roll-out of the evaluation against the backdrop of current infection rates in the region.

Once the Evaluation Consultant for the UN MSDF evaluation is selected, an Evaluation Work Plan will be developed accordingly. During the inception phase, the Consultant will propose a detailed methodology and analysis plan designed to provide evidence around the result areas of the UN MSDF 2017-2021. The advantages and limitations of the use of these methods should also be clearly explained.

5.1 Data collection methods: The UN MSDF evaluation will draw on a variety of data collection methods including, but not limited to:

- Documents/desk review focusing on UN MSDF planning documents, including joint work plans, annual reports and past evaluation reports, strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners.

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[5] The UN MSDF evaluation process should follow an inclusive approach, involving a broad range of stakeholders and partners, including those who do not work directly with the UNCTs, yet play a key role in the national context. These stakeholders may include representatives from the Government, civil society organizations, the private sector, other multilateral organizations, bilateral donors, etc. It is essential for evaluation to be credible, independent, impartial, transparent and useful.

- Surveys and questionnaires including participants in development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
- Virtual Focus Group discussions involving groups and sub-groups of stakeholders, decision-makers.
- Other methods such as outcome mapping and observational visits if possible.
- Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The use of a data collection matrix is required in linking these elements together.

5.2 Validation and data analysis - All findings should be supported with evidence. Triangulation will be used to ensure that the information and data collected are valid. A report will be prepared including identified constraints, lessons and challenges in relations to the priority interventions as well as specific recommendations made both to the respective UNCTs and to individual agencies.

In general, the evaluation approach should follow the United Nations Evaluation Group (UNEG) guidance on integrating human rights and gender equality, UNEG norms and standards and international principles for development evaluation. In line with the UN System-Wide Action Plan (UN-SWAP) on gender equality, data collection methods and the process should consider gender sensitivity. The final report should be compliant with UNEG quality checklist of evaluation reports and acknowledge how inclusive stakeholder participation was ensured during the evaluation process and any challenges to obtaining the gender equality information or to addressing these issues appropriately. Data should be systematically disaggregated by sex and age and, to the extent possible and other contextually relevant markers of equity. Adherence to a code of ethics and a human right based and gender-sensitive approach in the gathering, treatment, and use of data collected should be made explicit in the inception report.

EVALUATION GOVERNANCE AND MANAGEMENT STRUCTURE
The **Regional MSDF Steering Committee** will be the body responsible for overseeing the proper conduct of the MSDF evaluation. The Regional MSDF Steering Committee comprises and represents all UN Agencies, Funds and Programmes participating in the MSDF. The consultant will report through the current MSDF Regional Steering Committee Chair to the Regional MSDF Steering Committee.

The evaluation process will be operationalized by the **Regional MSDF Monitoring and Evaluation Task Team (RMETT)**. RMETT comprises data management officers of the RCOs and may include key external partners with requisite expertise when deemed appropriate. The role and responsibility of the RMETT will include providing technical support to the preparation and design of the evaluation framework, and quality assurance review of the final evaluation report. The RMETT is chaired by a Strategic Planner/Head of RCO and rotates in line with the Chair of the Regional MSDF Steering Committee.

At the national level the RCOs will engage **the Joint National/UN Steering Committees (JNSC)** or **the coordinating national Government entity or Ministry** through the respective focal points to ensure Government ownership, inputs across sectors and Line Ministries, harmonization of data with government databases where possible, and to safeguard the independence and quality of the evaluation.

The **UNDCO, the Regional UN SDG M and E Task Team** and the **Regional Peer Support Group** will function in an advisory role supporting the Regional MSDF Steering Committee, manage the availability of funds to carry out the evaluation, offer technical support to the evaluation process, and provide quality assurance through reviews of the draft evaluation report and the final report.

ROLES AND RESPONSIBILITIES
The **RMETT** is responsible for ensuring the MSDF evaluation is conducted in a timely manner and through proper process, the involvement of UNCTs and stakeholders in the region and meets quality standards. Specifically, the RMETT will:

- ✓ Coordinate with the consultant to support the implementation of the external MSDF evaluation process inclusive of the timeframe for the evaluation;
- ✓ Provide the Evaluation Consultant with regional evaluation reports prepared by UN agencies.
- ✓ Identify the key stakeholders required to be involved in the evaluation process and facilitate consultations, data capture and research to be undertaken by the consultant;
- ✓ Ensure that the consultant has full access to MSDF reports, publications, research and other relevant information;
- ✓ Assess the consultant's evaluation work plan, and provide technical support to the preparation and design of the evaluation framework;
- ✓ monitor the progress of the evaluation, and provide feedback and guidance to the consultant during all phases of implementation;
- ✓ Provide quality assurance reviews to draft versions of the evaluation report, discuss strengths and limitations with the consultant to ensure that the final report satisfies the requirements of the Terms of Reference, satisfies the evaluation framework objectives, that evaluation findings are evidenced-based and defensible, and that recommendations are realistic, and data driven;
- ✓ Facilitate a stakeholder workshop to present evaluation results to stakeholders;
- ✓ Disseminate evaluation results, promote the implementation of recommendations and the use of evaluation results; and
- ✓ Conduct a learning review to identify what worked, lessons learned and what can be done differently in future evaluations.

The **Regional MSDF Steering Committee lead by the Chair** is responsible for overseeing the MSDF evaluation: ensuring that the consultant satisfies the deliverables in the Terms of Reference, coordinating with the RMETT on the operationalizing of the evaluation process, and managing the validation and quality-control of the final evaluation report. The Committee will:

- ✓ approve the Terms of Reference for the Evaluation Consultant inclusive of proposed timeframe for completion;
- ✓ oversee the recruitment of the Evaluation Consultant;
- ✓ facilitate briefing meetings with the UNCTs, RMETT and the Consultant on the UN MSDF and the evaluation;
- ✓ organize theory-of-change workshops with the Evaluation Team and UNCT members;
- ✓ review and approve the inception report prepared by the Consultant and agreed upon by the RMETT;
- ✓ review and provide feedback on the consolidated first draft of the evaluation to the Consultant and the RMETT;
- ✓ submit the revised draft to the Peer Support Group and DCO for an external quality check and feedback;
- ✓ review and approve the final draft of the evaluation report as submitted by the Consultant and reviewed by the RMETT; and
- ✓ approve the Evaluation Report for publication and dissemination.

The Joint National/UN Steering Committees (JNSC) or the coordinating national Government entity or Ministry focal points will support the evaluation process, ensuring, in particular, that the evaluation properly reflects the views of the governments involved and that the Consultant gains access to relevant officers and information sources in government. In addition to promoting ownership of and ensuring buy-in for the evaluation results, the focal points will also:

- ✓ be informed of the commencement of the MSDF evaluation by receiving formal notification of the terms of reference for the Evaluation Consultant and an indicative timeframe for completion;
- ✓ facilitate the evaluation process, helping the RMETT and the Consultant in the consultative process and co-opting other government stakeholders as deemed necessary, providing technical support and expertise to phases of the evaluation as necessary;
- ✓ providing feedback on behalf of the JNSC on draft versions of the evaluation reports; and
- ✓ facilitate maximum in-country dissemination of the report.

UNDCO in its supporting role will:

- ✓ provide technical advice and support to the Regional Steering Committee for evaluation guidance on request;
- ✓ support the Regional Steering Committee in its oversight role, if necessary, providing in-kind support (staff time) as required;

- ✓ coordinate with the Peer Support Group and the Regional Steering Committee on quality assurance reviews and feedback on MSDF evaluation drafts, and final report.
- ✓ provide a global platform for the public dissemination of the report; and
- ✓ synthesize findings and compile lessons learned from UN MSDF evaluations and feed them back into advice to UNCTs, agency management and governing bodies, as appropriate.

8. SELECTION OF THE EVALUATION CONSULTANT

The selection of the International Evaluation Consultant should follow the good practices applied by UNEG. The Consultant will be supported by and work closely the **Regional MSDF Monitoring and Evaluation Task Team** (RMETT). The Consultant should have ample collective knowledge of the national context in various areas of UN work and have the following competencies:

- ✓ good understanding of the SDGs and their implications for development cooperation;
- ✓ good understanding of the role of the UN System in development cooperation in the context of the country in question;
- ✓ demonstrated analytical capacity, particularly in the case of the team leader, including on political economy and financing for development;
- ✓ proven experience in conducting evaluations of complex programmes and themes (minimum 10 years);
- ✓ sound knowledge of the regional context and an in-depth understanding of at least one area of work of UNCT members;
- ✓ demonstrated ability to write and communicate clearly in languages appropriate for the country; and
- ✓ an absence of conflicts of interest

The selection process will follow the procurement rules and regulations of the contracting entity the United Nations Development Programme under the service-level agreement. To ensure independence, value for money and transparency, the process must follow **the principle of open and competitive recruitment of existing UNDP rostered candidates**.

9. DELIVERABLES:
a.) EVALUATION WORK PLAN – 5 Working Days (10% of Fee)

The Consultant shall submit to the Regional Steering Committee Chair a detailed workplan inclusive of timelines for the following key elements:

- ✓ Virtual Theory of Change Workshops – the ToC will be the key reference framework of the Evaluation Consultant. The ToC should cascade from the SDGs to MSDF outcomes to UN Agency outcomes to higher-level outputs developed by the Joint National/UN Steering Committees (JNSC) as part of Country Implementation Plans;
- ✓ Evaluation methodology and framework (design); data collection matrix

- ✓ Stakeholder consultations
- ✓ Evaluation activities (data collection etc.)
- ✓ Zero Draft Evaluation Report
- ✓ Final Report

b.) INCEPTION REPORT – 7 Working Days (15% of Fee)

The inception report shall include the following:

- ✓ an elaboration of the evaluation methodology and design inclusive of evaluation objectives and questions, and evaluation activities;
- ✓ data collection matrix that includes sources and methods for data-collection; and
- ✓ Virtual Theory of Change workshop concept and outline.

c.) VIRTUAL THEORY OF CHANGE WORKSHOPS – 2 Working Days (10% of Fee)

Two Virtual Theory of Change Workshops as outlined in the Inception Report are held with UNCT Members and other relevant stakeholders.

d.) DRAFT EVALUATION REPORT – 30 Working Days (30% of Fee)

The draft evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic. The draft report will incorporate feedback from Virtual Theory of Change workshops, stakeholder consultations, desk review research and other data collection methods and analyses. It should contain the following:

- ✓ what was evaluated and why (purpose and scope);
- ✓ how the evaluation was conducted (objectives and methodology);
- ✓ what was found and on what evidence (findings and evidences/analysis);
- ✓ what was concluded from the findings and in response to the main evaluation questions (conclusions);
- ✓ what was recommended (recommendations); and
- ✓ what could be usefully learned, if any (lessons learned).

e.) FINAL REPORT – 16 Working Days (35% of Fee)

The RSC, RMETT and PSG will have 7 working days to provide quality assurance on the Draft Report. Following reviews from the RSC, RMETT and PSG, the Consultant will proceed to incorporate feedback and finalize the Evaluation report within 5 working days. The final report will be submitted to the RSC for validation. The Consultant will make himself/herself available for 4 additional working days to attend virtual stakeholder workshops organized by RMETT. The stakeholder workshop provides an opportunity to generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response. Through open discussion,

the workshop ensures the UNCT, national counterparts and development partners to be on the same page in terms of future strategic direction.

1. COMPETENCIES

Education:

- Advanced University degree in one or more of the following areas: political science, demography, economics, social sciences, public health, law or related fields;

Experience:

- Excellent knowledge of the UN system and UN common programming process, especially the UNDAF, with 10 years or more experience in development programming;
- Expert evaluation knowledge and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in results-based management, human rights based and gender mainstreaming approaches; logic modelling/logic framework analysis, quantitative and qualitative data collection and analysis; participatory approaches;
- Experience in the discourse around UN development system reforms and related trainings/workshops of the UN System Staff College and other UN entities;
- Experience in conducting remote and e-workshopping methodologies to ensure inclusive and coordinated data gathering and analysis.
- Ability to design and implement participatory, inclusive, and innovative methods and tools;
- Solid experience working in the wider Caribbean region is desirable
- All-round understanding of the UN's mandate and *modus operandi* is required;
- Excellent facilitation, coordination, communication and report writing skills in English
- Ability working with teams and team processes and delivering results

2. APPLICATION PROCEDURE & DOCUMENTS TO BE SUBMITTED

Interested Consultants must submit the following documents/information to demonstrate their qualifications to the UNDP Procurement Specialist.

1. **Technical Proposal** - explaining why they are the most suitable for the work, providing a brief methodology on how they will approach and conduct the work, and highlighting their relevant work experience and skills for the assignment. The consultant's curriculum vitae, outlining detailed qualifications, experience and skills should be presented in the UN P.11 form filled. References specified in P11 should be available and containing information for reference checks.

2. **Financial Proposal** – This will include the fees, travel costs (in particular for missions, living allowance and others) considered inherent to the consulting. The financial proposal shall indicate the overall amount of the proposed all-inclusive (LUMPSUM) and shall be presented according to the breakdown costs. **The proposal should not exceed 60 working days within a 120-calendar day period**.

Financial Proposal with the references to (1) the daily rate for the assignment and within the timing scale indicated in the present TOR, and (2) any other expenses (including transportation costs, accommodation costs, the possibility of vaccination and etc.). The UNDP will enter into a contract based on a lump sum amount. The financial proposal shall represent a detailed, justified and "all inclusive" amount. In order to assist UNDP in the comparison of financial proposals, the financial proposal shall include a breakdown of this lump sum amount, including: a daily fee for the tasks and an estimated duration as specified in this announcement, travel[6], per diems, any other possible costs (including vaccinations, dwelling, communication etc.);

Proposals not meeting the above requirements will be rejected.

Evaluation Criteria

The award of the contract will be made to the consultant whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

- Technical Criteria weight: 70% - Financial Criteria weight: 30%
  Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the financial evaluation.
- Criterion A: Relevant educational background (max 10 points)
- Criterion B: 10 years' experience of conducting multi-disciplinary country/national level situational analysis related to 2030 Agenda or SDGs (max 35 points)
- Criterion C: Previous experience in the Caribbean (max 5 points)
- Criteria D: Previous experience of evaluating Cooperation Frameworks (max 20 points)
- Criteria E: Substantial professional application of human rights, gender equality, environmental sustainability, result-based management and capacity development in research (max 20 points)
- Criteria F: Knowledge of English (max 10 points)

The Financial Score (FS) for the financial proposal will be calculated in the following manner:

- FS = 100 x Fm/F, in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration. - (Total Financial Maximum points = 100 points);

Total Score.

- The Technical Score (TeS) attained by each proposal will be used in determining the Total Score (ToS) as follows:
  o The weights given to the technical and financial proposals are: Te= 0.7, F=0.3
  o The Total score will be calculated by formula: ToS = T x 0.7 + F x 0.3
  o ToS - Is the total score of the proposal under consideration;
  o TeS - Is technical score of the proposal under consideration;

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[6] Travel is to be negotiated later depending on availability and opening of borders in the region due to COVID19.

o   FS - Is financial score of the proposal under consideration.

Additional requirements for recommended contractor:

Recommended contractors aged 65 and older, and if the travel is required, shall undergo a full medical examination including x-ray, and obtain medical clearance from the UN-approved doctor prior to taking up their assignment. The medical examination is to be cleared by the UN physicians, and shall be paid by the consultant.

ANNEX III: KEY DOCUMENTS CONSULTED FOR THE EVALUATION

- United Nations Multi-Country Sustainable Development Framework in the Caribbean, June 2016.
- Unpacking the UN's Development System Reform[7]
- Quadrennial report on regional progress and challenges in relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, ECLAC.
- UN Multi-Country Office Review 2019
- UN MSDF Regional Results Report 2017-2018, A Collective Report by the UN System in the Caribbean.
- Caribbean Common Multi-Country Analysis (CMCA) 2020
- Outline of 2021 Caribbean AWP
- Briefing Note - English-Speaking Caribbean and Suriname
- CARICOM Cyber Security and Cybercrime Action Plan
- Socio Economic Response – Assessment and Framework
- Regional Comprehensive Disaster Management (CDM) Strategy and Results Framework (2014-2024)
- Shaping our Shared Prosperity – OECS Development Strategy (2019-2028)
- Regional Development Cooperation Strategy 2015-2019 (Public Vision)
- The UWI Triple A Strategy 2017-2022

By Country/Territory, among other:

Barbados

- Medium-Term Development Strategy 2016-2020
- The National Strategic Plan of Barbados 2005-2025

Belize

- Growth and Sustainable Development Strategy
- GSDS Gap Assessment Full Report
- Preparing Horizon 2030 – Long Term National Development Framework for Belize
- COVID-19 Socio-Economic Response & Recovery Plan – UN Belize

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[7] Author(s): Lesley Connolly and Jimena Leiva Roesch; International Peace Institute (2020); Stable URL: https://www.jstor.org/stable/resrep25270

- United Nations Results Report for Belize 2017 "Leave No One Behind"
- 2019 Country Implementation Plan - Belize

Jamaica

- Vision 2030 – National Development Plan
- UN Common Country Assessment: Jamaica
- 2018 Annual Coordination Framework Progress Report for Jamaica
- Towards a Caribbean Multi-Country Assessment (CMCA)
- Annual Country Report 2017 United Nations in Jamaica
- Crime and Violence in Jamaica – IDB Series on Crime and Violence in the Caribbean
- Economic & Social Survey Jamaica 2018
- Economic & Social Survey Jamaica 2019
- Measuring Vulnerability: A Multidimensional Vulnerability Index for the Caribbean – CDB Working Paper No. 2019/01
- Women's Health Survey 2016
- Baseline Assessment of Development Minerals in Jamaica, November 2017
- Study on Involuntarily Returned Migrants (IRMs) in Jamaica 2018
- Strengthening the Operational and Financial Sustainability of the National Protected Area System – Terminal Evaluation

Suriname

- 2017-2021 Policy Development Plan
- Socio-Economic Impact Assessment and Response Plan for COVID-19
- Coalition Agreement - Working together for a sustainable future for Suriname VHP-ABOP-NPS-PL

Trinidad and Tobago

- Trinidad and Tobago's National ICT Plan; ICT Blueprint 2018 – 2022
- Voluntary National Review – Connecting the dots to the SDGs 2020
- Vision 2030 – Trinidad and Tobago
- Strategic Summary of Coordination Results (Accessed 2020-11-16) Trinidad and Tobago – 2019
- United Nations Results Report for Trinidad and Tobago 2017 "Leave No One Behind"
- One United Nations Trinidad and Tobago Annual results Report 2019

St. Vincent and the Granadines

- National Economic and Social Development Plan 2013-2025

ANNEX IV: STAKEHOLDERS PARTICIPATING IN THE EVALUATION

UNRCO	Key Persons	Position
UNRCO Guyana	Mikiko Tanaka	UNRC
	William Evans	RCO Team Leader Guyana
	Prithi Singh	M&E Officer
UNRCO Suriname	Marina Walter	UNRC
	Jessica Chandnani	RCO Team Leader, Suriname
	Jozef Moestadjap	M&E Officer
UNRCO Trinida and Tobago	Marina Walter	UNRC
	Srdan Deric	RCO Team Leader
	Anand Maraj	M&E Officer
UNRCO Barbados and the OECES	Didier Trebucq	UNRC
	Kenroy Roach	RCO Team Leader
	Oswald Alleyne	M&E Officer
UNRCO Belize	Birgit Gerstenberg	UNRC
	Tracey Hutchinson	RCO Team Leader
	Steve Flores	M&E Officer
UNRCO Jamaica	Garry Conille	UNRC
	Morgan Lea Murray	RCO Team Leader
	Shelly Trim	M&E Officer

UNRCO	FGDs	STATUS	Participants
Guyana	FGD Government	Completed	1. Ms. Donna Levi, Head, Bilateral Department, Ministry of Finance 2. Ms. Dominique Ambrose Charles, Head, M&E Unit, Office of the Budget, Ministry of Finance 3. Ms. Joylyn Nestor-Burrowes, Permanent Secretary, Ministry of Legal Affairs 4. Ms. Sharon Hicks, Permanent Secretary, Ministry of Amerindian Affairs 5. Dr. Ertensia Hamilton, Ministry of Health 6. Dr. Narine Singh, Chief Medical Officer, Ministry of Health 7. Ms. Nicola Johnson, Deputy Chief Planning Officer, Ministry of Education 8. Natasha Beerjit Deonarine, Planning Unit of the Ministry of Agriculture 9. Samantha Wickham, Head of the Strategic Management Department, Ministry of Home Affairs 10. Mr. Adel Lilly, Manager of the Men Affairs Bureau of the Ministry of Social Protection, gender 11. Mr. Anil Roberts, Principal Regional Development Officer, Ministry of Indigenous Peoples' Affairs.

			12. Ms. Akilah Dorris, Manager – Sexual Offences and Domestic Violence Policy Unit, Ministry of Social Protection
	FGD Civil Society	Cancelled	
Suriname	FGD Government	Completed	1. Ministry of Education, Education; Yuro Dipataroeno 2. Ministry of Health, Health; Inder Gajadien 3. Ministry of Spatial planning, Land, and Forest Management, Environment and Forestry; Ms. Ivette Patterzon 4. Ministry of Justice and Police, Safety and Security, social protection; Ms. Geeta Harpal 5. Ministry of Social affairs and Public Housing, Social protection; Yvonne Towikromo 6. NIMOS, Environment and Forestry; Emmy Soetodrono 7. Ministry of agriculture animal husbandry and fisheries, Agriculture and Forestry; Mrs. Virayshri Sital
	FGD Civil Society	Completed	1. ADEK, Julia Terborg, PhD. 2. VIDS, Marie-Josee Artist 3. ACT Carlo Koorndijk 4. VSB Kamlesh Ganesh 5. Medical Mission Janet Robinson 6. FIBOS/EBGS Mildred Demon
Trinidad and Tobago	FGD Government	Completed	1. Ayanna Sebro, Office of the Prime Minister 2. Troy Pollonais, Ministry of Social Development and Family Services 3. Sharon Rogers, Ministry of Social Development and Family Services 4. Kishan Kumarsingh, Ministry of Planning and Development 5. Michael Reid, Ministry of Social Development and Family Services 6. Joy Mapp Jobity, Ministry of Planning and Development
	FGD Civil Society	Completed	1. ECA- Ronald Ramlogan 2. UWI IDGS- Gabrielle Hosein 3. WhyFarm- Alpha Sennon 4. CADV- Sabrina Mawlah- Baksh 5. Sunbeam Foundation- Rhea King Julien 6. Living Water Community - Rochelle Nakhid 7. CANARI - Nicole Leotaud 8. Create Future Good - Nadella Oya 9. Por Amor A Dios - Lisa Hospedales 10. Family Planning Association - Dona Da Costa Martinez
Barbados and the OECES	FGD Government	Completed	
	FGD Civil Society	Completed	1. Barbados Council for the Disabled 2. Barbados Family Planning Association 3. EQUALS 4. Barbados Association of Retired Persons (Older persons) 5. Faculty of Law UWI Rights Advocacy Project (U-RAP)

Belize	FGD Government	Completed	1. Ministry of Rural Transformation, Community Development, Labour, and Local Government (CEO Valentino Shal) 2. Ministry of Human Development, Families, and Indigenous Peoples' Affairs (Social Planner Mr. Mark Antrobus) 3. Ministry of Economic Development and Investment (Senior Economist, Carlos Pol) 4. Ministry of Foreign Affairs and Immigration (Director of Cooperation, Orla Cantun Coleman)
	FGD Civil Society	Completed	1. Belize Chamber of Commerce 2. CSO Hub Belize 3. National Trade Union Congress of Belize 4. Help for Progress 5. Humana People to People 6. Belize Red Cross 7. University of Belize 8. Belize Family Life Association 9. Caribbean Community Climate Change Centre
Jamaica	FGD Government	Completed	Jamaica's Planning Institute 1. Latoya Clarke 2. Peisha Bryan-Lee 3. Delores Wade 4. Lorna Sampson 5. Nadine Brown 6. Barbara Scott 7. Easton Williams 8. Collette Robinson 9. Mareeca Brown
	FGD Civil Society	Completed	1. Joyce Hewett, Director, Woman Inc 2. Kevin Rodriguez, University of the West Indies 3. Joy Crawford, Director, Eve for Life 4. Lorna Bell, Director, Special Olympics Jamaica 5. Conroy Wilson, Executive Director, Ashe Company
Saint Kitts and Nevis	FGD Government	Completed	1. Lavern Queeley, Senior Director, Department of Economic Affairs and PSIP
Barbados	FGD Government	Completed	1. Ministry of Environment and National Beautification - Mr. Travis Sinckler 2. Ministry of Finance, Economic Affairs and Investment Mr. Ronnie Griffith- Chief Economist, Economic Affairs 3. Ministry of People Empowerment and Elder Affairs 4. Ministry of Agriculture and Food Security
Anguilla	FGD Government	Completed	1. Anthea D. Ipinson
	FGD Civil Society	Completed	1.Patlian Johnson, Development Cooperation Specialist in the Premier's Office,
British Virgin Island	FGD Government	Completed	1. Benito Wheatley, Special Envoy of the Premier 2. Emery Pemberton -Ministry of Finance 3. Patlian Johnson, Development Cooperation Specialist in the Premier's Office,

Grenada	FGD Civil Society	Completed	1. Grenada National Organization of Women

AGENCIES	Key Persons
CARICOM	Amrikha Singh - Programme Manager, Sustainable Development
	Brian Bellevue - Deputy Programme Manager, Foreign Policy & Community Relations
	Valerie Alleyne-Odle - Adviser to ASG Foreign Policy & Community Relations
	Ms. Sandy Griffith - Resource Mobilisation and Technical Assistance Unit
RCO Economists	Mr. Raymond Prasad - Trinidad and Tobago
	Mr. Jose Castellanos - Belize
	Mr. Olaf De Groot - Jamaica
	Mr. Stuart Davies - Barbados and the OECS
CCA Consultant	Leticia Ayuso
Human Rights Advisers	Michelle Brathwaite
	George Abualzulof - Jamaica
	Reba Granado John - Trinidad and Tobago
	Tricia Teekah - Guyana
ECLAC	Diane Quarless
UNHCR	Miriam Aertke
OHCHR	Michelle Brathwaite
UNDP	Maria Guallar
UNEP	Vincent Sweeney
UN Development Coordination Office	Yolanda Durant Mc Klmon
Office of the UN Resident Coordinator	Issa Conteh

ANNEX V: QUESTIONNAIRE FOR RCOs

Overall Instructions

The UN in the Caribbean region, in close partnership with government and other national counterparts, has decided to conduct an evaluation of the United Nations Multi-Country Sustainable Development Framework (MSDF) 2017-2021.

The MSDF evaluation scope will be global, in the sense that it will cover all strategic areas of the MSDF. The MSDF evaluation will examine progress for the 2017-2020 period. As such it will be carried out jointly with the UN team and the overall approach is participatory and orientated towards learning on how to jointly enhance development results at the regional level.

To facilitate the data collection process, the evaluator has designed this questionnaire which is intended to gather the collective response of each UN agency involved in the MSDF. Please, note that the response provided here should not reflect the views of a single individual, but the whole agency. As such, it is recommended that this questionnaire is filled collectively on the basis of group discussions. Please, provide as many details as you can.

The information you will provide will be kept strictly confidential. Responses will be combined through the analysis and reporting, so individual responses will not be identifiable to any individual agency. Thank you!

- Please name your agency and country or territories it serves.

- What is the timeframe of your agency's current programme?

- To what extent is your agency's programme aligned with the Country Implementation Programme (CIP)? To what extent is your agency's programme aligned with the MSDF? Are these two, in your view, fully harmonized?

- Does your agency mostly refer to (make use of) the CIP or MSDF for the development and implementation of its programme?

- What is the most important framework for your national counterparts (including government partners) – the MSDF or the CIP?

- What have been the main challenges with the CIP/MSDF implementation?

- What would you propose to strengthen the relevance of the MSDF?

- What have been your agency's main areas of work during the current programme cycle? Pls, provide a one-paragraph description.

- Does your agency participate in any UN results groups? If so, please, list them. Also, indicate which of them your agency chairs.

- Does your agency participate in any UN thematic groups? If so, please, list them. Also, indicate which of them your agency chairs.

- Does your agency have access to and make use of data at the UNCT-level to understand what progress is being made by the UNCT as a whole? Is data collection and sharing a challenge in your country/jurisdiction?

- Does your agency have a Resource Mobilization Strategy?

- How does your agency engage in coordination and programming at the regional level? What is the role of the RCO in facilitating this process? Does your agency have a regional office?

- How does your agency participate in donor coordination with non-UN development partners in the country?

- What, in your view, is the main driver of your agency's programme positioning?
  - Availability of funding?
  - Opportunities offered by specific government/non-government partners to assist them in a particular area?
  - Principled decision of the management to allocate resources where the real needs are?

- If it is the latter point, how to do decide what the "real" needs are?

- Who are your main counterparts in the country (government and non-government)?

- What distinguishes your agency's expertise, role and contribution to the country from the other agencies engaged in similar or related areas?

- Are there areas where you think your agency could play a larger role, which it is currently not playing? If that is the case, what is the reason that your agency has not been able to play that role?

- What are the new and emerging needs/assistance areas for your agency to address to serve these new objectives/priorities?

- How has your agency supported the country's achievement of commitments and obligations under international and regional agreements?

- How have your agency's interventions mainstreamed the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development?

- Please, describe how your agency's programme has focused on vulnerable and disadvantaged people, in line with the "leave no one behind" principle?

• Have you conducted a gender assessment of your programme during the current MSDF cycle?
• Has your agency faced challenges in determining programme indicators that measure changes in gender equality and women's empowerment? If yes, what was the solution?
• To what extent has your agency applied gender-sensitive approaches in the implementation of activities? Is there a mechanism in place that ensures gender mainstreaming of activities?
• Has your agency had any gender-related capacity building activities for its staff during the current MDF cycle?
• Please, describe your agency's engagement with local governments, civil society and private sector.
• To which MSDF outcome areas (pillars) has your agency contributed?
• Please, provide a brief description of your agency's main contributions in each relevant outcome area (main activities and results). • What changes can be observed that are attributable to your agency's interventions (e.g. behavioral changes; institutional changes; policy changes; technical adaptations; tangible socio-economic benefits…)?
• Have results been unsatisfactory in any areas, and why?
• To what extent have the changes that were generated been sustainable? To what extent are the results owned by beneficiaries?
• To what extent is the effective implementation of national policies, programmes and plans that you have promoted/supported a challenge? • How does your agency ensure that policies, programmes and plans that you have promoted/supported get implemented?

• How do you ensure that the initiatives that you pilot successfully get scaled up?
• How has your agency cooperated within the UNCT on the promotion and achievement of SDGs?
• What planning instruments/tools does your agency use for planning activities with specific national institutions/bodies? I.e. project document, annual work plan, bi-annual, work plan, etc.
• How do you assess/evaluate that results of your work? Has your agency conducted any programme evaluation in this MSDF cycle?
• Are government approval procedures related to your agency's programme activities bureaucratic (complicated, time-consuming and lengthy)?
• In the context of the UN reform, what capacity building areas activities would benefit your agency to better respond to changing dynamics?

ANNEX VI: SURVEY WITH UN AGENCY STAFF

I.)   Participating Countries and Agencies.

Table 2: Jurisdiction

Which of the following is your jurisdiction?		
Answer Choices	Responses	
Barbados and the Eastern Caribbean	16%	16
Belize	24%	24
Guyana	7%	7
Jamaica	19%	19
Suriname	18%	18
Trinidad and Tobago	15%	15
	Answered	**99**

Table 3: UN Agencies

Which UN Agency do you work for?		
Answer Choices	Responses	
FAO	13%	13
ILO	5%	5
IOM	2%	2
OHCHR	1%	1
UNDP	12%	12
UNFPA	7%	7
UNHCR	3%	3
UN Women	5%	5
UN Environment Programme	2%	2
PAHO/WHO	15%	15
UNESCO	3%	3
UNICEF	19%	19
UNRCS/RCO	1%	1
IFAD	1%	1
UNWFP	3%	3
OCHA	2%	2
DGC	1%	1
UNRCO	2%	2
WFP	2%	2
UNAIDS	1%	1
	Answered	**100**

Table 4: Line of Work

In what capacity do you work for the UN?		
Answer Choices	Responses	
Head of Country Office/Management	23%	23
Programme Staff	40%	40
Operations Staff	19%	19
Communications Staff	5%	5
M&E Staff	1%	1
Other Staff Member (please specify)	13%	13
	Answered	**101**

Table 5: Current Sources of Funding

What are the main sources of funding for your activities in the current MSDF cycle?		
Answer Choices	Responses	
Core (own funding)	37%	25
Donor funding	43%	29
Vertical Funds (i.e. GEF, Global Fund for AIDS, Tuberculosis and Malaria, etc.)	10%	7
International Financial Institutions	1%	1
Pooled Funding (joint funding opportunities)	3%	2
Cost-sharing (financing by Government)	3%	2
Other (please specify)	1%	1
	Answered	**67**

Table 6: Next Cycle Sources of Funding

Which sources of funding would you prioritize and target for the next programme cycle?		
Answer Choices	Responses	
Core (own funding)	32%	21
Donor funding	76%	50
Vertical Funds (i.e. GEF, Global Fund for AIDS, Tuberculosis and Malaria, etc.)	35%	23
Pooled funding (joint funding opportunities)	53%	35
International Financial Institutions	33%	22
Cost-sharing (financing by Government)	30%	20
Other (please specify)	5%	3
	Answered	**66**

II.) The Survey.

Overall Instructions

The UN in the Caribbean region, in close partnership with government and other national counterparts, has decided to conduct an evaluation of the United Nations Multi-Country Sustainable Development Framework (MSDF) 2017-2021.

The MSDF evaluation scope will be global, in the sense that it will cover all strategic areas of the MSDF. The MSDF evaluation will examine progress for the 2017-2020 period. As such it will be carried out jointly with the UN team and the overall approach is participatory and orientated towards learning on how to jointly enhance development results at the regional level.

To facilitate the data collection process, the evaluator has designed this survey which is intended to gather the views and perceptions of UN staff on the overall relevance, efficiency and effectiveness of the MSDF. Your participation in this evaluation through the completion of this survey will be greatly appreciated.

This survey is individual (to be answered by each individual and not collectively) and should take about 20 minutes to complete. Wherever there is an opportunity for a write-in response, you are encouraged to make reference to a specific activity or project. If for any reason you cannot respond to a question, please select "Don't know" or just leave the answer blank if the "Don't know" option is not available.

You are kindly invited to complete this survey by 18 December 2020. The information you will provide will be kept strictly confidential. Responses will be combined through the analysis and reporting, so individual responses will not be identifiable to any individual. Thank you!

1. Background Information

1.1 Which of the following is your jurisdiction?

- o Barbados and the Eastern Caribbean
- o Belize
- o Guyana
- o Jamaica
- o Suriname
- o Trinidad and Tobago

1.2 Which UN Agency do you work for?

- o FAO
- o ILO
- o IOM
- o OHCHR
- o UNAIDS
- o UNDP
- o UNFPA
- o UNICEF
- o UNHCR
- o UNODC
- o UNOPS
- o UN Women
- o UN Environment Programme
- o UNDRR
- o PAHO/WHO
- o UNECLAC
- o UNESCO
- o UNIDO
- o Other, please specify _____

1.3 In what capacity do you work for the UN?

- o Head of Country Office/Management
- o Programme staff
- o Operations staff
- o Communications staff
- o M&E staff
- o Other staff member, please specify _____

1.4 How long have you been working with the UN in the Caribbean?

- o   Less than 1 year
- o   Between 1-2 years
- o   More than 2 years but less than 5 years
- o   More than 5 years

1.5 What is your gender?

- o   Male
- o   Female
- o   Other
- o   Prefer not to say

1.6 Are you familiar with and played any role in the MSDF and/or Country Implementation Plan (CIP/SIP)? *If your answer is NO, please disregards the rest of the survey, as it requires some knowledge of or involvement with the MSDF/CIP.*

- o   Yes
- o   No

2. Questions on MSDF Relevance

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
2.1 The MSDF has adequately reflected the priorities of the Caribbean at the time of its formulation	○	○	○	○	○
2.2 The MSDF has addressed the needs of women in the Caribbean	○	○	○	○	○
2.3 The MSDF has addressed the needs of the	○	○	○	○	○

most vulnerable groups in the Caribbean					
2.4 The MSDF has addressed the needs of children in the Caribbean	○	○	○	○	○
2.5 The MSDF has been flexible enough to respond to the changing context in the Caribbean	○	○	○	○	○
2.6 The MSDF has been relevant to the work of my agency	○	○	○	○	○
2.7 The MSDF has created a clearer division of labor among UN agencies in the Caribbean	○	○	○	○	○
2.8 The MSDF has created complementarities among UN agencies in the Caribbean	○	○	○	○	○

2.9 What priority areas should the next programme framework (MSDF) address?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

2.10 What priority areas should the next programme framework (MSDF) NOT address?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

3. Questions on MSDF Effectiveness

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.1 The MSDF (where relevant CIP/SIP) mechanism is the most appropriate structure for implementation of the regional sustainable development agenda					
3.2 The MSDF indicators and targets are sound and realistic	○	○	○	○	○
3.3 The targets for the MSDF outputs my agency is responsible for are on track to be achieved by the end of the current cycle	○	○	○	○	○
3.4 The MSDF has contributed to increased collaboration between UN agencies	○	○	○	○	○
3.5 The MSDF has created a UN system that is more effective than the work of individual agencies	○	○	○	○	○
3.6 The MSDF has adequately incorporated human rights as a cross-cutting principle	○	○	○	○	○
3.7 The MSDF has adequately incorporated	○	○	○	○	○

gender equality as a cross-cutting principle					
3.8 The MSDF has adequately incorporated rights of children as a cross-cutting principle	○	○	○	○	○
3.9 The MSDF has adequately incorporated rights of PwDs as a cross-cutting principle	○	○	○	○	○
3.10 The MSDF has adequately incorporated environmental sustainability as a cross-cutting principle	○	○	○	○	○
3.11 The MSDF implementation has adequately incorporated capacity building as a cross-cutting principle	○	○	○	○	○
3.12 The MSDF implementation has adequately incorporated results-based management (RBM) principles	○	○	○	○	○

Please rate the following statements from your agency's perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.13 The RCO has played a crucial role in coordinating the work of UN agencies	○	○	○	○	○
3.14 The recent restructuring of the RCO function is a positive	○	○	○	○	○

development that will strengthen UN coordination and effectiveness					

3.15 What are the main sources of funding for your activities in the current MSDF cycle?

- o Core (own funding)
- o Donor funding
- o Vertical Funds (i.e. GEF, Global Fund for AIDS, Tuberculosis and Malaria, etc.)
- o Cost-sharing (financing by Government)
- o Other, please specify _____

3.16 In your view, how does the funding situation (availability of funding to conduct planned activities) of your agency compared to the last programme cycle?

- o Better
- o Worse
- o Same
- o Don't know/ not sure

3.17 What are the main challenges related to funding for your agency?

- o Answer _____
- o Don't know/not sure

3.18 Which sources of funding would you prioritize and target for the next programme cycle?

- o Core (own funding)
- o Donor funding
- o Vertical Funds (i.e. GEF, Global Fund for AIDS, Tuberculosis and Malaria, etc.)
- o Cost-sharing (financing by Government)
- o Pooled funding (joint funding opportunities)
- o Catalytic funding
- o IFI funding sources
- o Don't know/not sure

Other, please specify _____

3.19 What factors have affected the MSDF implementation?

Please provide 1-2 factors if applicable.

Factor 1: _____

Factor 2: _____

4. Questions on MSDF Efficiency

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.1 The MSDF oversight mechanisms have worked adequately (i.e., UNCT, other governance bodies)	○	○	○	○	○
4.2 The MSDF has contributed to achieving better synergies among the programmes of the UN agencies	○	○	○	○	○
4.3 The MSDF has contributed to a reduction of transaction costs (administrative costs) in my agency	○	○	○	○	○
4.4 My agency has mobilized enough resources to achieve the MSDF outcome/output targets we support	○	○	○	○	○
4.5 The value of the MSDF process outweighs the efforts required to administer it	○	○	○	○	○

4.6 Reporting collectively at the level of the MSDF has been effective in the current MSDF cycle	○	○	○	○	○
4.7 Information sharing on the MSDF has been transparent	○	○	○	○	○
4.8 The MSDF has increased the capacity of UN agencies to engage the government on critical matters	○	○	○	○	○

Please rate the following statements from your agency's perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.9 The agency I work for frequently uses the CIP (SIP) and MSDF documents to plan its activities	○	○	○	○	○
4.10 The agency I work for uses the CIP (SIP) and MSDF documents to plan Joint-Programmes	○	○	○	○	○
4.11 The agency I work for actively communicates with other UN agencies on work related to MSDF	○	○	○	○	○
4.12 The agency I work for has actively engaged with other UN agencies on Joint Resource Mobilization					

4.13 The agency I work for actively uses UN Info	○	○	○	○	○
4.14 The agency I work for has benefitted from UN Info	○	○	○	○	○
4.15 The MSDF Results interagency teams/working groups have convened regularly and have been an important instrument of inter-agency cooperation	○	○	○	○	○
4.16 Work around the Sustainable Development Goals is coordinated sufficiently well among UN agencies	○	○	○	○	○
4.17 The mainstreaming of SDGs into national policy, planning and budgeting processes is done sufficiently well.	○	○	○	○	○

4.18 In how many Joint Programmes with other UN agencies has your agency been involved in the current MSDF cycle? (*Joint Programmes are programmes that are implemented jointly by agencies under one work plan and set of activities*)

- ○ One
- ○ Two
- ○ Three
- ○ Four
- ○ Five
- ○ More than five

4.19 If applicable, please list below the names and funding source of the Joint Programmes with other UN agencies in which your agency has been involved.

Please provide the titles of the joint programmes below.

- Joint Programme 1: _____
- Joint Programme 2: _____
- Joint Programme 3: _____
- Joint Programme 4: _____
- Joint Programme 5: _____
- Joint Programme 6: _____
- Joint Programme 7: _____

4.20 Following up on the previous question, in which MSDF areas (outcome areas/pillars) have you been involved in joint programming with other UN agencies?

Please provide 1-5 areas if applicable.

Area 1: _____

Area 2: _____

Area 3: _____

Area 4: _____

Area 5: _____

4.21 Please list below the Joint/Collaborative Actions (i.e. communication events, workshops, like 12 Days of Activism, UN 75, etc**) your agency has been involved in with other UN agencies** (*pls note that these are not joint programmes, which is captured by the question above*)**.**

Please provide the titles of the joint activities below.

- Joint Action 1: _____
- Joint Action 2: _____
- Joint Action 3: _____
- Joint Action 4: _____
- Joint Action 5: _____
- Joint Action 6: _____
- Joint Action 7: _____
- Joint Action 8: _____

4.22 Following up on the previous question, in which areas there is potential for more joint programming with other UN agencies?

Please provide 1-5 areas if applicable.

Area 1: _____

Area 2: _____

Area 3: _____

Area 4: _____

Area 5: _____

4.23 Can you provide any specific examples of inter-agency coordination or cooperation (excluding Joint Programmes with UN agencies) that reduced duplication, generated economies of scale or resulted in development synergies and effective delivery of the MSDF?

Answer _____

Don't know

4.24 In which SDG areas has your agency contributed?

- o SDG 1
- o SDG 2
- o SDG 3
- o SDG 4
- o SDG 5
- o SDG 6
- o SDG 7
- o SDG 8
- o SDG 9
- o SDG 10
- o SDG 11
- o SDG 12
- o SDG 13
- o SDG 14
- o SDG 15
- o SDG 16
- o SDG 17
- o Don't know

4.25 What are the major opportunities in your jurisdiction for further work around the SDGs in the next 5 years?

Answer _____

Don't know

4.27 From the perspective of your agency, how would you rate the partnerships with the following stakeholders throughout the MSDF implementation:

	NON-EXISTENT	WEAK	STRONG	VERY STRONG	Don't know/not sure
Other UN agencies	○	○	○	○	○
Government	○	○	○	○	○
Civil Society Organizations	○	○	○	○	○
Private sector	○	○	○	○	○
Bilateral donors	○	○	○	○	○
Multilateral Development Banks	○	○	○	○	○
Communities	○	○	○	○	○

4.28 What are the main challenges related to coordination among UN agencies?

Please provide 1-4 issues if applicable. Please, leave blank if no challenges.

Issue 1: _____

Issue 2: _____

Issue 3: _____

Issue 4: _____

4.29 Which joint UN groups have been the most useful in your view?

Please provide 1-4 examples in the order of priority. Please, leave blank if no examples.

1: _____

2: _____

3: _____

4: _____

5. Questions on MSDF Sustainability

Please rate the following statements from your agency's perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
5.1 The MSDF promotes ownership of UN programmes by the government	○	○	○	○	○
5.2 The MSDF results are sustainable	○	○	○	○	○
5.3 My agency develops exit strategies to ensure results are sustained over time	○	○	○	○	○
5.4 Building capacities of government institutions will lead to sustainable results	○	○	○	○	○
5.5 Cost-sharing (financing for UN activities) by the government should become a crucial source of funding for the work of UN agencies.	○	○	○	○	○
5.6 The prospects of government providing cost-	○	○	○	○	○

sharing (financing) for joint activities with UN agencies are positive (likely to happen).					

6. Conclusion and Recommendations

6.1 Based on your observation, what changes or recommendations should be applied to future UN programming to support the realization of the MSDF outcomes for the next cycle?

_____

6.2 What changes should be made in the design of the next UN programming framework to accelerate the implementation of the Agenda 2030?

_____

6.3 Are there any additional comments you wish to make for consideration by the evaluation team?

(up to 200 words)

_____

Thank you for your kind participation!

ANNEX VII: QUESTIONNAIRE FOR UN AGENCIES

Overall Instructions

The UN in the Caribbean region, in close partnership with government and other national counterparts, has decided to conduct an evaluation of the United Nations Multi-Country Sustainable Development Framework (MSDF) 2017-2021.

The MSDF evaluation scope will be global, in the sense that it will cover all strategic areas of the MSDF. The MSDF evaluation will examine progress for the 2017-2020 period. As such it will be carried out jointly with the UN team and the overall approach is participatory and orientated towards learning on how to jointly enhance development results at the regional level.

To facilitate the data collection process, the evaluator has designed this questionnaire which is intended to gather the collective response of each UN agency involved in the MSDF. Please, note that the response provided here **should not reflect the views of a single individual, but the whole agency.** As such, it is recommended that this questionnaire is filled collectively on the basis of group discussions. Please, provide as many details as you can.

The information you will provide will be kept strictly confidential. Responses will be combined through the analysis and reporting, so individual responses will not be identifiable to any individual agency. Thank you!

- Please name your agency and the country(ies) or territory (ies) it serves.

- What is the timeframe of your agency's current programme?

- To what extent is your agency's programme aligned with the Country Implementation Programme (CIP or SIP)? To what extent is your agency's programme aligned with the MSDF? Are these two, in your view, fully harmonized?

- Does your agency mostly refer to (make use of) the CIP or MSDF for the development and implementation of its programme?

- What is the most important framework for your national counterparts (including government partners) – the MSDF or the CIP?

- What have been the main challenges with the CIP/MSDF implementation?

- What would you propose to strengthen the relevance of the MSDF?

- What have been your agency's main areas of work during the current programme cycle? Pls, provide a one-paragraph description.

- Does your agency participate in any UN results groups? If so, please, list them. Also, indicate which of them your agency chairs.

- Does your agency participate in any UN thematic groups? If so, please, list them. Also, indicate which of them your agency chairs.

- Does your agency have access to and make use of data at the UNCT-level to understand what progress is being made by the UNCT as a whole?

- Is data collection and sharing a challenge in your country/jurisdiction?

- Does your agency have a Resource Mobilization Strategy? Is it in any way coordinated with any other agency?

- How does your agency engage in coordination and programming at the regional level? What is the role of the RCO in facilitating this process? Does your agency have a regional office?

- How does your agency participate in donor coordination with non-UN development partners in the country?

- What, in your view, is the main driver of your agency's programme positioning?
    o Availability of funding?
    o Opportunities offered by specific government/non-government partners to assist them in a particular area?
    o Principled decision of the management to allocate resources where the real needs are?

- If it is the latter point, how to do decide what the "real" needs are?

- Who are your main counterparts in the country (government and non-government)? Please, list the main ones.

- Which key national counterparts of your agency would you recommend we interview for the MSDF evaluation?

- What distinguishes your agency's expertise, role and contribution to the country from the other agencies engaged in similar or related areas?

- Are there areas where you think your agency could play a larger role, which it is currently not playing? If that is the case, what is the reason that your agency has not been able to play that role?

- What are the new and emerging needs/assistance areas for your agency to address to serve these new objectives/priorities?

- How has your agency supported the country's achievement of commitments and obligations under international and regional agreements?

- How have your agency's interventions mainstreamed the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development?

- Please, describe how your agency's programme has focused on vulnerable and disadvantaged people, in line with the "leave no one behind" principle?

- Have you conducted a gender assessment of your programme during the current MSDF cycle?

- Has your agency faced challenges in determining programme indicators that measure changes in gender equality and women's empowerment? If yes, what was the solution?

- To what extent has your agency applied gender-sensitive approaches in the implementation of activities? Is there a mechanism in place that ensures gender mainstreaming of activities?

- Has your agency had any gender-related capacity building activities for its staff during the current MDSF cycle?

- Please, describe your agency's engagement with local governments, civil society and private sector.

- To which MSDF outcome areas (pillars) has your agency contributed?

- Please, provide a brief description of your agency's main contributions in each relevant pillar/outcome area (main activities and results).

- What changes can be observed that are attributable to your agency's interventions (e.g. behavioral changes; institutional changes; policy changes; technical adaptations; tangible socio-economic benefits…)?

- Have results been unsatisfactory in any areas, and why?

- To what extent have the changes that were generated been sustainable? To what extent are the results owned by beneficiaries?

• To what extent is the effective implementation of national policies, programmes and plans that you have promoted/supported a challenge?   • How does your agency ensure that policies, programmes and plans that you have promoted/supported get implemented?
• How do you ensure that the initiatives that you pilot successfully get scaled up?
• How has your agency cooperated within the UNCT on the promotion and achievement of SDGs?
• What planning instruments/tools does your agency use for planning activities with specific national institutions/bodies? I.e. project document, annual work plan, bi-annual, work plan, etc.
• How do you assess/evaluate that results of your work? Has your agency conducted any programme evaluation in this MSDF cycle?
• Are government approval procedures related to your agency's programme activities bureaucratic (complicated, time-consuming and lengthy)?
• In the context of the UN reform, what capacity building areas activities would benefit your agency to better respond to changing dynamics?
• What has been the effect of the Covid pandemic on the work of your agency during 2020? How has your agency coped with its shocks?

ANNEX VIII: SURVEY WITH NATIONAL COUNTERPARTS

I.) Participating Countries and Areas of Work.

Table 7: Jurisdiction

Which of the following is your jurisdiction (country or territory)?		
Answer Choices	Responses	
Barbados and the Eastern Caribbean	17.24%	10
Belize	17.24%	10
Guyana	6.90%	4
Jamaica	12.07%	7
Suriname	17.24%	10
Trinidad and Tobago	36.21%	21
Saint Vincent and the Grenadines	1.72%	1
	Answered	**58**

Table 8: UN Partners

Please select below the UN agency that has been your primary partner. If you have cooperated with additional UN agencies, please provide their name in the "Other" box below.		
Answer Choices	Responses	
FAO	4.26%	2
ILO	2.13%	1
IOM	2.13%	1
OHCHR	0.00%	0
UNDP	51.06%	24
UNFPA	10.64%	5
UNHCR	10.64%	5
UNODC	0.00%	0
UNOPS	0.00%	0
UN Women	6.38%	3
UN Environment Programme	4.26%	2
UNDRR	0.00%	0
PAHO/WHO	2.13%	1
UNECLAC	0.00%	0
UNESCO	6.38%	3
UNIDO	0.00%	0
Other (please specify)		26
	Answered	**47**

Table 9: Areas of Work

In which of the following sectors/areas do you work?		
Answer Choices	Responses	
Government	34.48%	20
Civil Society	55.17%	32
Private Sector	1.72%	1
Academia/Research Institutions	10.34%	6
Other (Consulting, Promotional and Marketing, Environmental NGO, Disability Community, etc)	13.79%	8
	Answered	**58**

Overall Instructions

The UN in the Caribbean region, in close partnership with national partners, is conducting an evaluation of the United Nations Multi-Country Sustainable Development Framework (MSDF) 2017-2021. The scope of the MSDF evaluation is global, in the sense that it covers all strategic areas of the MSDF. The MSDF evaluation will examine progress for the 2017-2020 period.

To facilitate the data collection process, the evaluator has designed this survey which is intended to gather the views and perceptions of the national partners of UN agencies on the overall relevance, efficiency and effectiveness of the MSDF. Your participation in this evaluation through the completion of this survey will be greatly appreciated.

This survey should take about 15 minutes to complete. Wherever there is an opportunity for a write-in response, you are encouraged to make reference to a specific activity or project. If for any reason you cannot respond to a question, please select "Don't know" or just leave the answer blank if the "Don't know" option is not available.

The information you will provide will be kept strictly confidential. Responses will be combined through the analysis and reporting, so individual responses will not be identifiable to any individual. Thank you!

1.1 Which of the following is your jurisdiction (country or territory)?

- o   Barbados and the Eastern Caribbean
- o   Belize
- o   Guyana
- o   Jamaica
- o   Suriname
- o   Trinidad and Tobago
- o   Other, please specify _____

1.2 Which UN Agency have you worked directly with or you are familiar with as a result of cooperation?

- o   FAO
- o   ILO
- o   IOM
- o   OHCHR
- o   UNAIDS
- o   UNDP
- o   UNFPA
- o   UNICEF
- o   UNHCR
- o   UNODC
- o   UNOPS
- o   UN Women
- o   UN Environment Programme
- o   UNDRR
- o   PAHO/WHO
- o   UNECLAC
- o   UNESCO
- o   UNIDO
- o   Other, please specify _____

1.3 In which of the following sectors/areas do you work?

- o   Government
- o   Civil Society
- o   Private Sector
- o   Academia/Research Institutions
- o   Other, please specify _____

1.4 Please, name your institution/organization here.

Answer _____

1.5 Please, name your position in your organization here.

Answer _____

1.6 Please, describe the way/circumstances in which you were involved with any of the UN agencies?

- Advocacy
- Planning
- Project Implementation
- Service Delivery
- Training/Capacity Building
- Procurement
- Other: _____

1.7 For how long have you cooperated/engaged/worked with the UN system (any of the UN agencies)?

- Less than 1 year
- Between 1-2 years
- More than 2 years but less than 5 years
- More than 5 years

1.8 What is your gender?

- Male
- Female
- Other
- Prefer not to say

1.9 With which of the following UN planning instruments are you familiar with?

- ○ United Nations Multi-Country Sustainable Development Framework (MSDF) – for the Caribbean region
- ○ United Nations Country Implementation Plan (CIP/SIP) – for the country/territory
- ○ Individual programme of one (or more) of the UN agencies
- ○ None

2.0 If you are familiar with the instruments listed above, which one is most relevant/important from your point of view?

- ○ United Nations Multi-Country Sustainable Development Framework (MSDF)
- ○ United Nations Country Implementation Plan (CIP/SIP)
- ○ Individual programme of one (or more) of the UN agencies
- ○ Don't know/not sure

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
2.1 The work of the UN has adequately addressed the national priorities	○	○	○	○	○
2.2 The work of the UN has adequately addressed the needs of women, children and other vulnerable groups	○	○	○	○	○
2.3 The work of the UN has had an adequate focus on human rights	○	○	○	○	○
2.4 The work of the UN has been relevant to the priorities and needs of my agency/organization	○	○	○	○	○
2.5 The UN system has provided satisfactory	○	○	○	○	○

support for the overall implementation of the sustainable development agenda					
2.6 The UN system has provided good value to my organization in support of the achievement of results	◯	◯	◯	◯	◯
2.7 UN agencies coordinate their activities effectively and operate as one UN, creating synergies and greater value for money	◯	◯	◯	◯	◯
2.8 The UN system has contributed to the strengthening of capacities of my organization	◯	◯	◯	◯	◯
2.9 The UN system uses an effective monitoring system and measures and reports results adequately	◯	◯	◯	◯	◯
3.0 The UN system monitors its results effectively and shares information on results with the partners and the public transparently	◯	◯	◯	◯	◯
3.1 The results achieved by UN agencies are generally sustainable and have long-term effect	◯	◯	◯	◯	◯
3.2 UN agencies ensure national and regional ownership, so that changes	◯	◯	◯	◯	◯

last beyond their interventions					
3.3 The support of UN agencies for building the capacities of government institutions has been valuable	○	○	○	○	○
3.4 The activities of UN agencies have been open and participatory to national partners from both government and non-government institutions	○	○	○	○	○
3.5 The financial resources mobilized by the UN agencies are sufficient for the results expected of them	○	○	○	○	○
3.6 Government cost-sharing (financing by the government for joint activities with UN agencies) should become a greater source of funding for the work of UN agencies	○	○	○	○	○
3.7 There are opportunities for UN agencies to tap funding more effectively from the private sector and other funding streams (i.e. International Financial Institutions, pooled funds, etc.)	○	○	○	○	○
3.8 There has been value-addition in having the UN programme under a Caribbean multi-country	○	○	○	○	○

framework instead of just country-specific programmes					
3.9 The activities of the UN (UN agencies) are well-coordinated with the activities of other development partners	◯	◯	◯	◯	◯
4.0 The work of the UN (UN agencies) has good visibility among local communities	◯	◯	◯	◯	◯

4.1 How has the UN system assisted your organization?

- o   Answer _____
- o   Don't know/not sure

4.2 From your experience, what have been the main achievements/results of UN's contribution to or cooperation with your organization (please, provide as much detail as possible)?

- o   Answer _____
- o   Don't know/not sure

4.3 How has the UN MSDF strengthened the position, credibility and reliability of the UN as a partner for your organization in its efforts to achieve the SDGs (please, provide as much detail as possible)?

- o   Answer _____
- o   Don't know/not sure

4.4 Who are the main beneficiaries of your cooperation with the UN development system?

- o   Answer _____
- o   Don't know/not sure

4.5 Which of the following groups have benefitted from your cooperation with the UN development system?

- Women
- Children
- Youth
- Persons with Disabilities
- Migrants
- Other: _____

4.6 Has your organization participated in any of the UN MSDF joint results groups (SDG coordination group)?

o Yes
o No

4.7 If yes, how valuable have these group meetings been to your organization? (please, provide as much detail as possible)?

o Answer _____
o Don't know/not sure

4.8 What priority areas should the UN system address going forward?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

4.9 What are the main strengths you see in the work of UN development system? What do you think should be maintained and encouraged?

o Answer _____
o Don't know/not sure

5.0 What are the main challenges you see in the work of UN development system? What in your opinion could be changed for the better?

- o Answer _____
- o Don't know/not sure

5.1 Based on your observations, what changes or recommendations should be applied to future programming by UN agencies to support the achievement of MSDF results, and in particular the Sustainable Development Goals?

_____

5.2 Are there any additional comments you wish to make for consideration by the evaluation team?

(up to 200 words)

_____

Thank you for your kind participation!

ANNEX IX: ROLES AND RESPONSIBILITIES

The **RMETT** is responsible for ensuring the MSDF evaluation is conducted in a timely manner and through proper process, the involvement of UNCTs and stakeholders in the region and meets quality standards. Specifically, the RMETT will:

- ✓ Coordinate with the consultant to support the implementation of the external MSDF evaluation process inclusive of the timeframe for the evaluation;
- ✓ Provide the Evaluation Consultant with regional evaluation reports prepared by UN agencies.
- ✓ Identify the key stakeholders required to be involved in the evaluation process and facilitate consultations, data capture and research to be undertaken by the consultant;
- ✓ Ensure that the consultant has full access to MSDF reports, publications, research and other relevant information;
- ✓ Assess the consultant's evaluation work plan, and provide technical support to the preparation and design of the evaluation framework;
- ✓ monitor the progress of the evaluation, and provide feedback and guidance to the consultant during all phases of implementation;
- ✓ Provide quality assurance reviews to draft versions of the evaluation report, discuss strengths and limitations with the consultant to ensure that the final report satisfies the requirements of the Terms of Reference, satisfies the evaluation framework objectives, that evaluation findings are evidenced-based and defensible, and that recommendations are realistic, and data driven;
- ✓ Facilitate a stakeholder workshop to present evaluation results to stakeholders;
- ✓ Disseminate evaluation results, promote the implementation of recommendations and the use of evaluation results; and
- ✓ Conduct a learning review to identify what worked, lessons learned and what can be done differently in future evaluations.

The **Regional MSDF Steering Committee lead by the Chair** is responsible for overseeing the MSDF evaluation: ensuring that the consultant satisfies the deliverables in the Terms of Reference, coordinating with the RMETT on the operationalizing of the evaluation process, and managing the validation and quality-control of the final evaluation report. The Committee will:

- ✓ approve the Terms of Reference for the Evaluation Consultant inclusive of proposed timeframe for completion;
- ✓ oversee the recruitment of the Evaluation Consultant;
- ✓ facilitate briefing meetings with the UNCTs, RMETT and the Consultant on the UN MSDF and the evaluation;
- ✓ organize theory-of-change workshops with the Evaluation Team and UNCTs' members;

- ✓ review and approve the inception report prepared by the Consultant and agreed upon by the RMETT;
- ✓ review and provide feedback on the consolidated first draft of the evaluation to the Consultant and the RMETT;
- ✓ submit the revised draft to the Peer Support Group and DCO for an external quality check and feedback;
- ✓ review and approve the final draft of the evaluation report as submitted by the Consultant and reviewed by the RMETT; and
- ✓ approve the Evaluation Report for publication and dissemination.

The Joint National/UN Steering Committees (JNSC) or the coordinating national Government entity or Ministry focal points will support the evaluation process, ensuring, in particular, that the evaluation properly reflects the views of the governments involved and that the Consultant gains access to relevant officers and information sources in governments. In addition to promoting ownership of and ensuring buy-in for the evaluation results, the focal points will also:

- ✓ be informed of the commencement of the MSDF evaluation by receiving formal notification of the terms of reference for the Evaluation Consultant and an indicative timeframe for completion;
- ✓ facilitate the evaluation process, helping the RMETT and the Consultant in the consultative process and co-opting other government stakeholders as deemed necessary, providing technical support and expertise to phases of the evaluation as necessary;
- ✓ providing feedback on behalf of the JNSC on draft versions of the evaluation reports; and
- ✓ facilitate maximum in-country dissemination of the report.

UNDCO in its supporting role will:

- ✓ provide technical advice and support to the Regional Steering Committee for evaluation guidance on request;
- ✓ support the Regional Steering Committee in its oversight role, if necessary, providing in-kind support (staff time) as required;
- ✓ coordinate with the Peer Support Group and the Regional Steering Committee on quality assurance reviews and feedback on MSDF evaluation drafts, and final report.
- ✓ provide a global platform for the public dissemination of the report; and
- ✓ synthesize findings and compile lessons learned from UN MSDF evaluations and feed them back into advice to UNCTs, agency management and governing bodies, as appropriate.

ANNEX X: MSDF RESULTS FRAMEWORK

Table 10: An Inclusive, Equitable and Prosperous Caribbean

With an emphasis on the most vulnerable groups, promote social and economic inclusion and equity while improving social protection and [the] access to decent employment within a sustainable economy					
Sustainable Development Goals	1. End poverty in all its forms everywhere, 4. Inclusive and equitable quality education, 5. Gender equality and empower all women and girls, 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, 10. Reduce inequality within and among countries and 16. Promote peaceful and inclusive societies.				
SAMOA Pathway	Social Development – promoting peaceful societies and safe communities, Gender equality and women's empowerment, Social Protection and Education				

Outcomes	Indicators, baselines, targets (maximum 4 indicators with corresponding baselines and targets)	Means of verification	Risks and assumptions	Role of partners	SDG indicators to which it contributes
Access to quality education and life-long learning increased, for enhanced employability and sustainable economic development.	Percentage of graduates leaving with a certificate of technical and vocational training and education, disaggregated by age and sex Target: By 2021, gender and socio-economic disparities in Technical and Vocation Education reduced by xx% Baseline: TBD	Programme evaluation reports; Programme reports	TVET remains a priority of policymakers	TVET Institutions, Ministries of Education, Ministries of Labour, Employers' and Workers' Organisations engaged	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous people and conflicted affected as data become available) for all indicators on this list that can be disaggregated.
	Percentage of children and young people: (a) in Grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex Target: TBD based on baseline Baseline: To be collected (new SDG indicator)	household surveys, national assessments and/ or Education sector data (CXC, etc.) if in place.	Lack of data and resources to support data collection on learning achievments, limited use of data for programming, resistance to behaviour change messages, laws and standards revised and enforced, adequate resources to education sector	Ministries of Education, Mass-media, relevant NGOs, Communities/ Local administrations	4.1.1 Percentage of children/young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics. Disaggreagations: sex, location, wealth (and others where data is available)
	Participation rate of youth and adults in formal or non-formal education and training in the last 12 months, by sex Target: By 2021 increase the participation rate by X% men/women Baseline: TBD	household surveys, Population Census, national assessments and/ or Education sector data if in place.	Assumption: Commitment by stakeholders to promote and increase life-long learning for improved employability and skills matching with labour market needs. Provide data.	National Statistical Office, Ministry of Education, Training Institutions, employers' and Workers' Organizations	4.3.1. Participation rate of youth and adults in formal or non-formal education and training in the last 12 month
	Percentage of youth (aged 15-24) not in education, employment or training Target: By 2021 reduce the proportion of youth not in employment, education or training by X % Baseline: TBD	Labour Force Survey - cross table with Active/ Inactive; In/Out Education for 15-24y	Assumption: Political will to take measures addressing youth unemployment and youth out of education and training. LFS regularly run providing data.	National Statistical Office, Ministry of Education, Ministry of Labour, Other ministies, Training Institutions, Employers' and Workers' Organizations	8.6.1 Percentage of youth (aged 15-24) not in education, employment or training

	Percentage of children, boys and girls living below national poverty line/ or in multidimensional poverty	Disaggregated data on (child) poverty, if they exist	Assumption: Political will to work agree on (child poverty) measurement; agreement on definition of child poverty	Ministries of Social Transformation, Ministries of Finance, Private sector, relevant NGOs, Central Statistics Office	1.2.1 Proportion of population living below the national poverty line, by sex and age 1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	Target: by 2021, x% reduction of children living under poverty				
	Baseline: To be analyzed/ collected				
	Percentage of eligible population covered by social protection floors/systems disaggregated by sex, and distinguishing children, unemployed, old age, people with disabilities, pregnant women/ new-borns, work injury victims, poor and vulnerable	Living Standard Measurement Surveys; poverty assessment surveys, other household surveys, census.	Risk (1): Varying country capacities, i.e. some countries have stronger institutions and M&E platforms and administrative capacities (i.e. Belize and Jamaica), whereas, others would require more dedicated support. (2): Change in political priorities and commitment to social protection reform. Assumptions (1): Ad hoc government introduction of social protection programmes; (2): Governments and/ or donors will continue financing social protection	Ministries of Social Development/Social Transformation; National Statistics Offices; Ministries of Finance; Womens/Gender Bureaus; and NGO/CBOs engaged	1.3.1 Percentage of the population covered by social protection floors/ systems, disaggregated by sex, and distinguishing children, the unemployed, old-age persons, persons with disabilities, pregnant women/newborns, work injury victims, the poor and the vulnerable
	Target: By 2021 x% increase of eligible population covered by social protection systems				
	Baseline:				
	Number of M&E framework for social protection programs	M&E Reports on social protection programs	Assumption: clear agreement on "types of social protection programs across the countries. risk: ad hoc government introduction of social protection programs	Ministries of Social Transformation, Ministries of Finance, Central Statistics Office	8.b.1." Total government spending in social protection and employment programmes as a percentage of national budgets and GDP
	Target: By 2021, at least 6 countries agree on M&E frameworks and are continuously Monitoring Social protection programs				
	Baseline: limited M&E on social protection progams				
Access to equitable social protection systems, quality services and sustainable economic opportunities improved.	Number of actionable mechanisms and policies aimed at decent work creation and protection, the promotion of entrepreneurship, and the formalization and growth of enterprises.			Ministries of Business, Commence and Finance	
	Target:				
	Baseline:				
	Extent to which national and sub-regional statistical systems are strengthened for evidence-based planning and for monitoring lagging MDGs and SDGs.	Existence of national SDG frameworks and corresponding reports; adoption and implementation of the OECS Regional Strategy for the Development of Statistics; legislative and policy revision towards increased autonomy of statistics offices and for increased use of statistics in policy making; frequency of data availability and publication of data; amount of investment in statistics in national budgets	Risks: - Limited financial investment in statistics and research. - Possibility that the OECS Regional Strategy for the Development of Statistics (RSDS) inclusive of SDG monitoring recommendations will not be endorsed or that endorsement may be delayed. - Proper law and legislations to support evidence based decision making will not be approved or approval will be delayed. - Governments reluctance to acknowledge negative data. - Lack of development of national/(sub-) regional SDG plans/frameworks. Assumptions: - Financial commitments are made for statistics and research. - Ongoing development of the OECS RSDS inclusive of SDG monitoring recommendations will continue. - Proper law and legislations to support evidence based decision making will be developed. - Government will be engaged in critical discussion and reflection on data collected with a view to apply findings to policy and programme development. - Governments and (sub-)regional institutions are willing to develop national/ (sub-)regional SDG plans/frameworks - Existing statistical capacity is adequate to address prioritised SDGs	OECS Commission and the World Bank: for continued work on the Regional Strategy for the Development of Statistics. - National Statistics Offices: for continued collaboration on statistics capacity building and advocacy for policy and legislative change.	SDG: 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation. SDG 17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.
	Target: 3				
	Baseline: 2				

Table 11: A Healthy Caribbean

Improve health and wellbeing by addressing the ability of the state to provide services, increasing access to healthy nutrition, a healthy environment and knowledge as preventive measures. Sustainable health financing and direct action to addresses NCDs, SRH and HIV/AIDS and related stigma is also necessary for better health outcomes

Sustainable Development Goals	3. Ensure healthy lives and promote well-being for all at all stages. 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture and 5. Gender equality and empower all women and girls, 6. Water and sanitation for all. 12. Ensure sustainable consumption and production patterns.
SAMOA Pathway	Food security and nutrition, Health, non-communicable diseases, Gender equality and women's empowerment, Water and sanitation, Sustainable consumption and production, Management of chemicals and waste, including hazardous waste and social development through education.

Outcomes	Indicators, baselines, targets (maximum 4 indicators)	Means of verification	Risks and assumptions	Role of partners	SDG indicators to which it contributes
Universal access to quality health care services and systems improved.	Number of countries with less than 15% Out Of Pocket Expenditure (OOP) as a percentage of Total Health Expenditure (THE) Baseline(2013) OOP/THE: Barbados 31.9%; Belize 26.2%; Guyana 31.3%; Jamaica 25%; Suriname 14.4%; Trinidad and Tobago 42.5%; Aruba N/A; Curacao N/A; St Maartens N/A Target: <15% (2021)	Household Expenditure Surveys & WHO Health Expenditure Database	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends, in particular with regard to vulnerable groups Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.8.2* Fraction of the population protected against catastrophic/impoverishing out-of-pocket health expenditure
	Number of countries that have achieved their targets of births attended by skilled health personnel Baseline (2014) Skilled Birth Attendance: Barbados 98%; Belize 96%; Guyana 92%; Jamaica 99%; Suriname 91%; Trinidad and Tobago 100%; Aruba N/A; Curacao N/A; St Maarten N/A Target: 100% (2021)	MICS; DHS and other Household surveys (Administrative records)	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends, in particular with regard t vulnerable groups Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.1.2 Proportion of births attended by skilled health personnel
	Number of countries that achieved their family planning targets Baseline (2014) Modern FP coverage: Barbados 57%; Belize 54%; Guyana 44%; Jamaica 68%; Suriname 51%; Trinidad and Tobago 44%; Aruba N/A; Curacao N/A; St Maarten N/A Targets: At least 75% (2021)	MICS; DHS and other Household surveys; Reproductive Health Survey, Ministries of Health information system, Population Reference Bureau	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends, in particular with regard to vulnerable groups Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.7.1 Percentage of women of reproductive age (aged 15-49) who have their need for family planning satisfied with modern methods

	(HIV): Number of countries that achieved 90/90/90 (age, gender, key groups) Baseline ART Coverage (2014) Age >15 years (No. (%)) Barbados 1089 (... %); Belize 1408 (55%); Guyana 4121 (45%); Jamaica 8553 (30%); Suriname 1569 (43%); Trinidad and Tobago 6286 (... %); Aruba N/A; Curacao N/A; St Maarten N/A. Age 0-14 years (No. (%)): Barbados 8 (...%); Belize 90 (85%); Guyana 174 (42%); Jamaica 588 (80%); Suriname 71 (... %); Trinidad and Tobago 223 (...%); Aruba N/A; Curacao N/A; St Maarten N/A. Targets: 90% (2021)	UNAIDS Global AIDS Progress (GAP) reports	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends, in particular with regard to vulnerable groups Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.8.1* Coverage of tracer interventions (e.g. child full immunization, antiretroviral therapy, tuberculosis treatment, hypertension treatment, skilled attendant at birth, etc.)
Laws, policies and systems introduced to support healthy lifestyles among all segments of the population.	SDG Indicator 3.8.1 (Hypertension): Number of countries that have achieved targets in reducing Prevalence of Hypertension rates Baseline: Targets:	Health examination surveys including blood pressure measurement	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.8.1* Coverage of tracer interventions (e.g. child full immunization, antiretroviral therapy, tuberculosis treatment, hypertension treatment, skilled attendant at birth, etc.)
	SDG Indicator 3.8.1 (Diabetes): Number of countries that have achieved their targets in reduction of Diabetes prevalence Baseline: Targets:	Health examination surveys including blood glucose measurement	• Countries will commission national surveys at the recommended frequency • Domestic funding of the health sector will increase • International funding and technical assistance will not reduce drastically • Epidemic outbreaks of infectious diseases are timely controlled • There is increased retention of the health workforce • Not all countries have updated Reproductive Health Surveys Accountability and participatory mechanisms with regard to health services will improve.	Providing technical support Catalysing change Building sustainable institutional capacity Monitoring the health situation and assessing health trends Stimulating the generation, translation and dissemination of valuable knowledge Articulating ethical and evidence-based policy options, including on applicable human rights standards. Provide technical support and funding for the development of Reproductive Health Survey	3.8.1* Coverage of tracer interventions (e.g. child full immunization, antiretroviral therapy, tuberculosis treatment, hypertension treatment, skilled attendant at birth, etc.)
	Number of countries that are implementing the WHO Framework Convention on Tobacco Control Baseline: Ratification status per country, ratio of adoption of indicated measures. Targets: 100% ratification status (2021)	WHO Regional Reports		Support advocacy in countries for Cabinet approval	3.a.1 Age-standardized prevalence of current tobacco use among persons aged 15 years and older

Table 12: A Cohesive, Safe and Just Caribbean

Support the creation of conditions for a safe and just Caribbean while addressing the root causes that promote and perpetuate violence and insecurity.					
Sustainable Development Goals	1. End poverty in all its forms everywhere, 4. Inclusive and equitable quality education, 5. Gender equality and empower all women and girls and 16. Promote peaceful and inclusive societies.				
SAMOA Pathway	Social Development — promoting peaceful societies and safe communities, Gender equality and women's empowerment, Social Protection and Education				

Outcomes	Indicators, baselines, targets (maximum 4 indicators)	Means of verification	Risks and assumptions	Role of partners	SDG indicators to which it contributes
Capacities of public policy and rule of law institutions and civil society organizations strengthened.	Number of countries able to ascertain attrition rates in sexual offences and domestic violence cases by procedural stage (police and courts) Baseline: 0 Targets: 5 countries	Administrative/MOJ/CEDAW/UPR reports	Possible delays in data collection as a result of natural disasters, as well as lack of continued political will and buy-in, and high turn-over among police and judicial officers	Capacity strengthening for CSOs police, court staff and judicial officers. Support the development of M&E systems for the courts and police.	5.1 Whether or not legal frameworks are in place to promote equality and nondiscrimination on the basis of sex (proxy) (Samoa Pathway: 77. In this regard, we support the efforts of small island developing States: (a) To eliminate all forms of discrimination against women and girls; (d) To end all forms of violence against women and girls)
	Number of countries with functioning mechanisms (to systematically collect, analyse and use disaggregated data and other forms of information) which use regionally established tools for monitoring and reporting on the situation of women and children* Baseline: CARICOM Gender Equality Indicators adopted by CARICOM and established by Dominica. STATIN in Jamaica is using the CARICOM adjusted WHO prevalence survey model to collect data on VAW. MICS conducted in A&B, SVG, SLU, BDS, BELIZE Targets: XX countries include GEI and MICS in their national surveys; 5 countries complete prevalence surveys	Data systems. CEDAW/CRC/ UPR reports/ National Reports	Assumption:- • Policy and programmes developed based on evidence are fully implemented with enough investment and focus on vulnerable children. • Statistics system improved with proper law and legislations. • Enough resources put in place to improve both infrastructures and human capacity. • Governments are willing to be transparent. • Minimum capacity in place for further strengthening to be effective. Risk:- • Economic shocks and environmental calamities may derail progress and worsen • Limited financial capacity and investment in statistics and research. • Governments may be reluctant to open data and accept negative indicators. • Existing capacity is too low	Support capacity among key partners strengthening on data collection	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous people and conflict-affected as data become available) for all indicators on this list that can be disaggregated (Samoa Pathway: 77. In this regard, we support the efforts of small island developing States: (b) To integrate a gender perspective in priority areas for sustainable development;)
Equitable access to justice, protection, citizen security and safety reinforced	Number of countries where the number of victims of intentional homicide per 100,000 population has decreased (indicating country objectives) Baseline: TBD (Crime Stats of 2015) Targets: 5 countries	Administrative/MOF	Possible delays in data collection as a result of natural disasters, as well as lack of continued political will and buy-in, and high turn-over among police and judicial officers	Support community led programmes with CSOs on citizen security and conflict resolution.	16.1.1 Number of victims of intentional homicide per 100,000 population, by age group and sex/ 16.4.2 Percentage of seized small arms and light weapons that are recorded and traced, in accordance with international standards and legal instruments
	Number of countries that have a decrease in the number of women and men reporting experiences of physical and sexual violence Baseline: 0 Targets: 5 countries	Prevalence Surveys/DHS/ MOJ/CSOs/CRC CEDAW UPR reports	Possible delays in data collection as a result of natural disasters, as well as lack of continued political will and buy-in, and high turn-over among police and judicial officers	Support legislative reform to align with international HR standards, strengthen capacity among government and cso partners to report and support children victims of child abuse.	16.2. Percentage of young women and men aged 18-29 who experienced sexual violence by age 18/ 16.2.1 Percentage of children aged 1-17 who experienced any physical punishment and/or psychological aggression by caregivers in the past month/16.1.3 Percentage of the population subjected to physical, psychological or sexual violence in the previous 12 months
	Number of countries where the ratio of judges and resident magistrates has increased Baseline: 0 Targets: xx countries	Living Standards Surveys	Possible delays in implementation, lack of continued political will and buy-in, high turn-over among judicial officers	Support training for judges and magistrates and more accessible courts.	16.3.1 Unsentence detainees as a proportion of overall prison population

	Number of countries that have established joint operational units in at least one airport and/or seaport to counter the exploitation of these points of entry for the purposes of organized crime in Caribbean Member States.	Country Reports; Memoranda of Understanding	Lack of political will and interagency collaboration	Clear and well defined Standard Operating Procedures, Regular steering committee meetings to ensure consistent collaboration	SDG 16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime CARICOM Crime and Security Strategy, Strategic Goal 4: increase trans-border intelligence and information sharing. - (ii) Enhance information sharing with foreign partners and closer cooperation among intelligence, law enforcement, and other applicable agencies regionally. CARICOM Crime and Security Strategy, Strategic Goal 5: enhance law enforcement and security capabilities and strengthen regional security systems - (iii) Implement standardization of border security training
	Baseline: 3 countries with established units				
	Target: 7 countries with established unitsW				
	Peaceful completion of constitutional reform processes				
	Baseline: constitutional reform process not initiated				
	Target: Constitutional reform process completed				
	Level of public confidence in delivery of basic services	Perception surveys/ Ministry of Communities Reports	Possible delays in data collection, commitment, capacity of subnational government organs, lack of continued political will and buy-in	Capacity strengthening for local government organs	16.6.2 Proportion of the population satisfied with their last experience of public services
	Baseline: TBD				
	Target: TBD				

Table 13: A Sustainable and Resilient Caribbean

Support coherent efforts to strengthen the resilience of the Caribbean and its peoples by mitigating the effects of climate change, disasters and environmental degradation on: sustainable development, livelihoods, and the economies.					
Sustainable Development Goals	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture, 7. Access to affordable, reliable, sustainable and modern energy, 11. Make cities and human settlements inclusive, safe, resilient and sustainable, 13. Take urgent action to combat climate change and its impacts, 14. Conserve and sustainably use oceans, seas, and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.				
SAMOA Pathway	Sustainable energy, Oceans and seas, Food security and nutrition, Water and sanitation, Sustainable consumption and production, Disaster risk reduction, Sustainable transportation, Management of chemicals and waste, including hazardous waste, Climate change, Invasive alien species and Biodiversity				

Outcomes	Indicators, baselines, targets (maximum 4 indicators with corresponding baselines and targets)	Means of verification	Risks and assumptions	Role of partners	SDG indicators to which it contributes
Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.	Percentage of new businesses in which renewable energy services account for at least 50% of the energy mix Baseline: 0 Target: 25	Independent energy audit reports	Slow pace of implementation of enabling policies and tax incentive regimes	Renewable energy service providers: investing in renewable energy infrastructure and servcies; Governments: Providing enabling policies and tax incentive regimes: Businesses: Increasing share of renewable energy in energy mix. CARICOM: implementing the Caribbean Renewable Energy Development Programme - to remove barriers to the use of renewable energy	7.2.1 Renewable energy share in the total final energy consumption
	Number of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one Government building. Baseline: 3 Target: 10	Ministry of Health & Education statistics, Ministry of Planning	Funds available for retrofitting and construction Government approval of process No natural disaster affect buildings	Government: Policies, regulations and institutional framework. CSO: Adoption and application of new guidelines	11.c.1 Percentage of financial support that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings
	Representation of strategies that address globally agreed climate change priorities in relevant planning documents and processes. Baseline: x/10 Target: y/10	Nationally generated Reports	National reporting sufficient to inform regional standing	CCCCC tracking of regional process National Climate Change Offices: tracking of national processes of engendering plans with CC National Planning Ministries: development / maintreaming of climate change in national and sector development strategies and plans	13.2.1 Number of countries that have formally communicated the establishment of integrated low-carbon, climate-resilient, disaster risk reduction development strategies (e.g. a national adaptation plan process, national policies and measures to promote the transition to environmentally friendly substances technologies)
	Number of countries with National Adaptation Plans (NAPS) under implementation Baseline: 1 (Included in INDC) Target: 6	CCCCC, Ministries of Environment / Climate Change Offices; UNFCCC Secretariat	Additional international funds available; Government agreement on long term vision	CCCCC: Technical support; Governments: Provide baseline on priority sectors to aid identification of gaps that need to be addressed as well as existing areas to be strengthened; Private sector / NGOs / Technical Agencies: Data and information as well as technical expertise; Donors: Funding, technical expertise; UNFCCC: Fulfilment of country level obligations (Intended Nationally Determined Climate Change Contributions); Universities: Technical support and research	13.2.1 Number of countries that have formally communicated the establishment of integrated low-carbon, climate-resilient, disaster risk reduction development strategies (e.g. a national adaptation plan process, national policies and measures to promote the transition to environmentally friendly substances technologies)
	Number of countries with at least 2 sector specific Disaster Risk Reduction strategies under implementation Baseline: 2 Target: 10	CDEMA, National Emergency Management Offices	Additional international funds available; Government agreement on priority sectors for the DRM planning; Political and operational commitments; CDEMA monitoring capacity	CDEMA: Monitoring performace of indicator acoording to CDM framework; Governments: Agreement on priority sectors as well as stakeholder coordination; Private sector / NGOs / Technical Agencies: Data and information, technical expertise and support to the development and implemetnation of plans; Donors: Funding, technical expertise; Universities: Technical support and research	13.2.1 Number of countries that have formally communicated the establishment of integrated low-carbon, climate-resilient, disaster risk reduction development strategies (e.g. a national adaptation plan process, national policies and measures to promote the transition to environmentally friendly substances technologies) Also aligned with Sendai Framework indicator

Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources.	Number of countrie in which competent national and sub-national authorities are implementing integrated natural resources management guidelines. Baseline: 1 Target: 3	Survey report on institutional capacities to implement integrated natural resources management guidelines	Absence of guidelines for integrated management of natural resources.	Governments: Development and/or adoption of integrated natural resources management guidelines	15.9.1 Number of national development plans and processes integrating biodiversity and ecosystem services values
	Number of countries that are able to implement international conventions and protocols to adequately value and protect marine and coastal ecosystems. Baseline: 0 Target: 7	Country reports to international protocols and conventions	Capacity to implement the protocols; Harmonisationof laws/regulations to avoid marine use conflicts; Financing mechanisms for the governance frameworks.	Role of Governments:Partners would be implementation of mechanisms to support coordinated implementation of the Caribbean Large Marine Eco-Systems (CLME)+ Strategic Action Programme (SAP).	14.2.1 Percentage of coastal and marine development with formulated or implemented integrated coastal management/maritime spatial planning plans (that are harmonized where applicable), based on an ecosystem approach, that builds resilient human communities and ecosystems and provides for equitable benefit sharing and decent work
	% of protected coastal and marine areas vs total area Baseline: tbc Target: 10% (by 2020)	Convention on Biological Diversity Secretariat, Secretariat of Cartagena Convention. World Database on Protected Areas (WDPA)	Capacity to implement the Convention and the Aichi targets; Harmonisation of laws/regulations to avoid marine use conflicts; Access to financing mechanisms for stablishing and managing new protected areas.	Role of Governments: Partners would be implementation of mechanisms to support coordinated implementation of the Convention on Biological Diversity (CBD) including national biodiversity strategies and action plans.	14.5.2 Coverage of protected areas (BBA)

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ANNEX XI: FOCUS GROUP DISCUSSIONS WITH KEY NATIONAL COUNTERPARTS

The following are a set questions to guide any focus group discussions with key national counterparts. Given the semi-structured nature of this questionnaire, the questions are kept broad and high-level to enable flexibility for an extensive discussion among group members.

- How relevant has the UN programme (MSDF/CIP) been in your sector/area? To what extent has the UN programme been aligned with national strategic plans in your sector? To what extent the activities and programmes of individual UN agencies have been aligned with the MSDF and/or CIP?

- To what extent and how flexibly has the UN responded to the COVID-19 challenges in 2020? How do you see the needs and priorities in your sector evolving in the short to medium terms and how can the implementation of the UN programme be made more responsive to them? How do you see this cooperation evolving and in which areas do you see the greatest potential for further work?

- How has the UN promoted the commitment of 'leaving no one behind' (by being sensitive to the needs of women and men of all ages, young people, boys and girls, and most vulnerable groups (e.g. people living with disabilities, poor, …etc.)? How has gender equality been addressed and mainstreamed in the implementation of the MSDF/CIP in your sector/area? To what extent have human rights principles been effectively streamlined in the implementation of the UN programme?

- What UN contributions can you single out for the achievement of the 2030 Sustainable Development Agenda? What are the changes observed at national and regional level, including changes in relevant statistical indicators, and what is the UN's contribution to these changes? How well-coordinated has the work of UN agencies been towards these achievements?

- How effectively does the UN system keep track of the progress that is made under the MSDF and/or CIP? What kind of data do they agencies use jointly and how is that data collected and analyzed? To what extent is there an adequate monitoring system in place for the UN as a whole, including on gender equality monitoring?

- How are synergies and efficiencies created among agency programmes and their government counterparts? Have the synergies between UNCT agencies helped to achieve broader-based results and greater value for money? Are there more efficient ways and means of delivering

more and better results in your sector/area with the available inputs? What cost-efficiency measures could be introduced without impeding the achievement of results?

- Are the financial resources mobilized thus far in the UN's programme cycle adequate for the achievement of MSDF and/or CIP commitments/goals? Has the UN MSDF facilitated the identification of and access to new financing for national partners?

- Have government entities provided co-financing for joint activities? Has there been any joint programming among UN agencies in your sector? What are the opportunities for greater joint programming and greater co-financing by government agencies?

- Has the respective UNCTs work ensured national and regional ownership, so that the changes will last beyond the UNCTs' interventions?

- How do the different stakeholders (government entities and UN agencies) in your sector area coordinate with each other? Is coordination carried out exclusively under results groups? How good has this coordination been? Have the results groups functioned well and helped with the coordination? In which areas are there opportunities for improvement?

- What measures would you propose to mitigate any existing coordination bottlenecks and strengthen cooperation in your sector?

- How does the UN system coordinate with other development actors, including bilateral and multi-lateral organizations, IFIs, civil society organizations and the private sector to leverage results?

- What additional actions/adjustments would you recommend to strengthen the processes around the design and implementation of the MSDF and/or CIP?

- What are the opportunities for more joint capacity building between the national partners and UN agencies in your sector – not only to strengthen cooperation, but also achieve savings/efficiencies?

- What can be learned and incorporated from the existing/current experience into the upcoming UN programming cycle?

ANNEX XII: MCO BARBADOS AND EASTERN CARIBBEAN

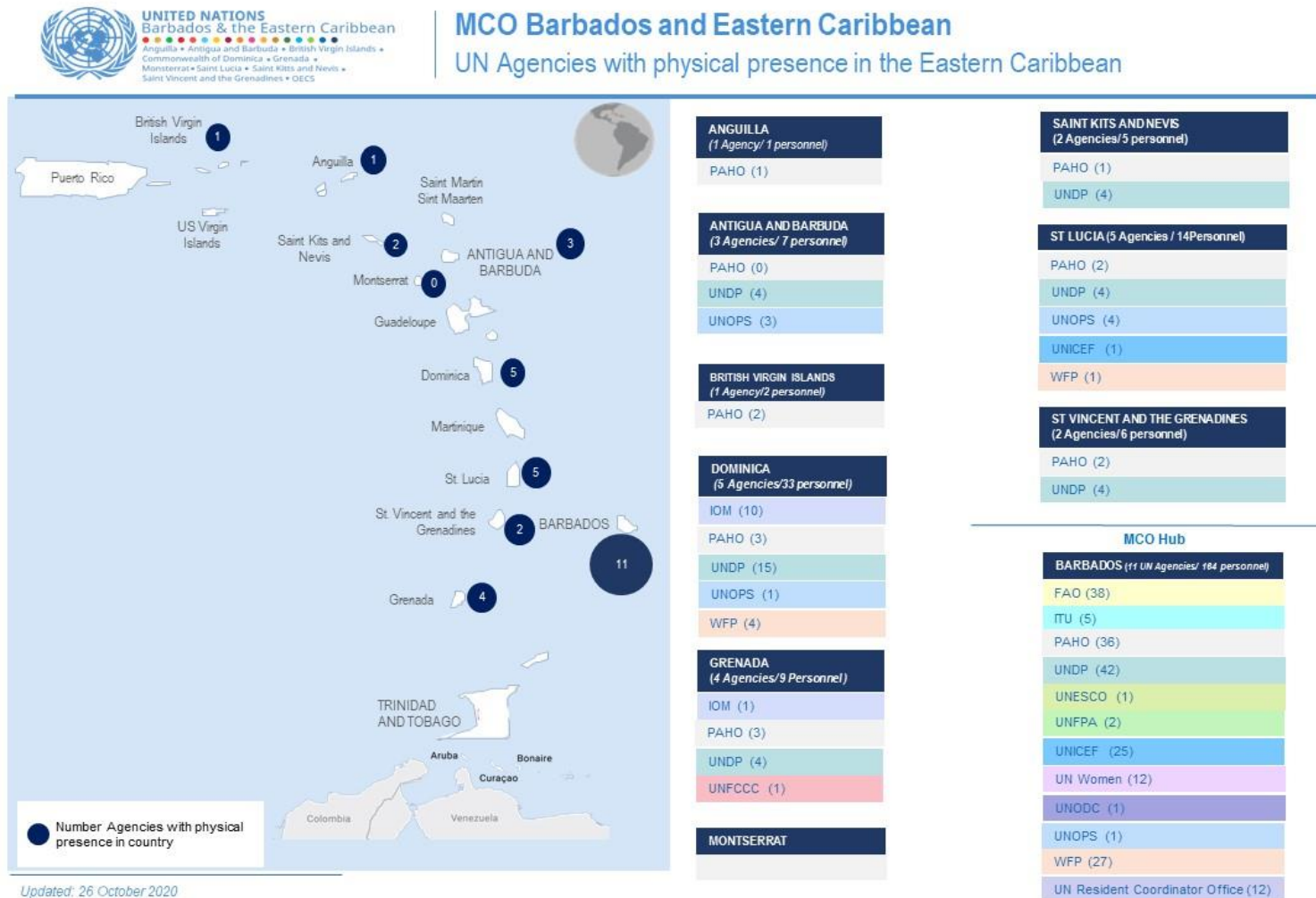**Table 2: UN Agencies with physical presence in the Eastern Caribbean**

Table 3: Technical Expertise in the OECS countries and BOTs covered by the MCO

UNITED NATIONS
Barbados & the Eastern Caribbean
Anguilla • Antigua and Barbuda • British Virgin Islands • Commonwealth of Dominica • Grenada • Montserrat • Saint Lucia • Saint Kitts and Nevis • Saint Vincent and the Grenadines • OECS

MCO Barbados and Eastern Caribbean

Technical Expertise in the OECS countries and BOTs covered by the MCO

1 — ANGUILLA
PAHO
- Health Specialist

3 — ANTIGUA AND BARBUDA
UNDP
- Engineer (UNDP)
- Communications
- Climate change (GEF)

UNOPS
- Innovation (2)

1 — BRITISH VIRGIN ISLANDS
PAHO
- Health Specialist

5 — DOMINICA
PAHO
- Health Specialist

UNDP
- Project management
- Communications
- Gender specialist
- Operations
- M&E

IOM
- Emergency Preparedness and Response
- Camp Coordination and Camp Management
- Migration Research
- Migration Environment Climate Change
- Community and Economic Development
- Labour Migration
- Disaster Communication

UNOPS
- Project/Infrastructure management

WFP
- Cash Transfer expert
- M&E (2)

4 — GRENADA
PAHO
- Health Specialist

UNDP
- Coral Reef Manager/Specialist
- Climate Change (GEF)

IOM
- Diaspora Engagement

UNFCCC
- Climate Adaption and NCDs.

0 — MONTSERRAT

4 — SAINT KITS AND NEVIS
PAHO
- Health Specialist

UNDP
- Biodiversity Specialist (IWECO)
- Climate change (GEF-SGP)
- Citizen Security

5 — ST LUCIA
PAHO
- Health Specialist

UNDP
- Biodiversity Specialist
- Climate change (GEF-SGP)
- Gender specialist

UNICEF
- Monitoring and Evaluation /Data

UNOPS
- Project/Infrastructure management

WFP
- Social Protection

2 — ST VINCENT AND THE GRENADINES
PAHO
- Health Specialist

UNDP
- Biodiversity Specialist (IWECO)
- Climate change (GEF-SGP)

Updated: 26 October 2020