



# SIDS-SIDS

## SUCCESS STORIES

An innovative partnership in South-South cooperation

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› An innovative partnership in South-South cooperation



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The present *SIDS-SIDS Success Stories* aims to highlight significant achievements that have been made in advancing sustainable development in small island developing States (SIDS) through collaboration among SIDS in the broader context of South-South cooperation. This publication is made available to the high-level meeting of the five-year review of the Mauritius Strategy of Implementation (MSI), during the 65th session of the United Nations General Assembly in September 2010.

Notwithstanding the unique and particular vulnerabilities of SIDS and their special case for sustainable development, these illustrative success stories underline the importance of SIDS-SIDS cooperation for the effective implementation of the MSI.

This publication is jointly prepared by the SIDS Unit of the United Nations Department of Economic and Social Affairs (UN-DESA) and the United Nations Development Programme (UNDP) Special Unit for South-South Cooperation, and is the result of a collaborative effort among members of the SIDS Inter-Agency Consultative Group (IACG).



**Tariq Banuri**  
*Director, Division for  
Sustainable Development*  
Department of Economic  
and Social Affairs  
August 2010



**Yiping Zhou**  
*Director, Special Unit for  
South-South Cooperation*  
United Nations Development  
Programme (UNDP)  
August 2010

The five-year review of the Mauritius Strategy of Implementation (MSI), conducted at national, regional and inter-regional levels has not only highlighted the unique and particular vulnerabilities of SIDS and their special case for sustainable development, but has also recognized significant efforts and achievements made by SIDS themselves in promoting sustainable development. SIDS have taken ownership of these initiatives, while in partnership with various stakeholders.

The criteria for the compilation of success stories in this publication includes: (a) some results have already been achieved; (b) more than one country has been involved; (c) stakeholders at the national level have taken ownership of the activities carried out or of their results. Based on these criteria, and given the time-frame available, 15 success stories have been reflected. These success stories are meant to be illustrative rather than comprehensive of all the efforts undertaken by SIDS during the recent years, and present a deliberately ample spectrum of activities, differing among each other in scope and focus.

The results highlighted in the *Success Stories* demonstrate not only that important steps forward have been achieved to promote sustainable development in SIDS since the 'International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of SIDS', in 2005, but that these tangible and concrete achievements have been made possible through the collective commitment and dedication of many different stakeholders, including Governments, inter-governmental and non-governmental organizations, civil society and the broader UN system, by means of partnerships and joint initiatives.

## ACKNOWLEDGEMENTS

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# Inter-regional



## South-South Cooperation between Pacific and Caribbean SIDS on Climate Change Adaptation and Disaster Risk Management (DRM)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The rationale of this initiative is to enable the exchange of ideas, experiences and best practices between SIDS in the Pacific and the Caribbean, in order to find suitable solutions and replicate best practices for addressing the various threats posed by climate change and natural disasters.

The expected outcome is to strengthen safety and resilience of Pacific and Caribbean SIDS' communities to a range of natural hazards by facilitating and supporting a South-South cooperation programme targeted at strengthening climate change adaptation and disaster risk reduction capacity in SIDS, based on the transfer of appropriate 'southern' expertise and technologies.

#### **Thematic areas/issues addressed**

- Climate change adaptation and disaster risk reduction capacity in SIDS
- Expertise and technology transfer amongst SIDS

#### **Participating countries/organizations**

- Regional partners in the Caribbean: Caribbean Disaster and Emergency Management Agency (CDEMA); CARICOM Climate Change Centre (CCCCC); and University of the West Indies (UWI).

- Regional partners in the Pacific: Pacific Islands Applied Geo-Science Commission (SOPAC); South Pacific Regional Environmental Programme (SPREP); Secretariat of the Pacific Community (SPC); and University of the South Pacific (USP).
- UNDP Pacific Centre, Regional UNDP programme Caribbean Risk Management Initiative (CRMI), and UNDP's sub-regional Centre in Trinidad and Tobago.
- The Maldives and Timor Leste have also been included and will participate as appropriate.

**Time frame:** 2010 – 2012

## Case Study

### BACKGROUND

The initiative was established with a view to enabling information exchange visits by Pacific and Asia SIDS' delegations to the Caribbean and vice versa, in order for experts to meet each other, visit sites to see climate change adaptation mechanisms and DRM methods in practise, and share expertise through face to face meetings, online collaboration and platform meetings.

### RESULTS TO BE ACHIEVED

1. Identification, documentation and dissemination of best practices on integrated climate change adaptation and disaster management specific to the SIDS context. *Sample activities: case studies, presentations at conferences, contributions to on-line networks.*
2. Transfer and exchange of technologies currently being used by SIDS for effective, equitable and appropriate disaster risk management and climate change adaptation, between the Pacific and the Caribbean regions. *Sample activities: training in storm surge modeling, assessment of climate change impacts in the agricultural sector, manual for climate observers.*
3. Disaster risk management and climate change adaptation included in the broader development agenda through support for national action planning, mainstreaming and advocacy work in the Pacific and Caribbean regions and countries. *Sample activities: guidelines, checklists, position papers.*

### MAIN ACTIVITIES

- Awareness raising, relationship development and peer learning between the Pacific and the Caribbean.
- Documentation and dissemination of lessons learnt via publications and multimedia.

## FUTURE REPLICABILITY

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### Lessons learned

Drawing key representatives from Caribbean, Pacific and Asia SIDS into regional platform meetings provided an opportunity to develop relationships between the two regions, which is a first step in creating opportunities for inter-regional co-operation and collaboration.

Allowing delegations to directly participate in the exchange was critical to identifying the appropriate projects that could be adapted within the two regions.

### Keys to success in terms of replicability in other countries

- Documentation of lessons learnt.
- Key players included in the project from inception and regular knowledge and information sharing amongst the core group.

## CONTACTS

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### Focal point in lead country/organization

Karen Bernard  
UNDP Pacific Centre

### Focal point in other participating countries

Jacinda Fairholm  
UNDP Cuba

## SANDWATCH – Adapting to Climate Change and Educating for Sustainable Development

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

Sandwatch seeks to modify the attitudes and lifestyles of children, youth and adults on a community-wide basis by developing awareness of the fragile nature of the marine and coastal environment and the need to use it wisely. It is an educational process through which school students and community members work together to monitor their beach environments, critically evaluate the problems and conflicts, and address those issues in a sustainable manner. With a strong field monitoring component, the Sandwatch program provides an environment of learning applications ranging from biology and mathematics to woodwork and poetry.

Sandwatch is a volunteer network of schools, students, teachers and principals, youth groups, and non-governmental and community-based organization, all working together to monitor and enhance their beach environments. It is a UNESCO initiative that was started in the Caribbean in 1999 on the Coastal Regions and Small Islands Platform and spread through the UNESCO Associated Schools network (ASPnet). Since then, it has been successful in becoming an inter-regional SIDS-focused activity involving islands as far apart as the Cook Islands in the Pacific, Seychelles in the Indian Ocean, and the Bahamas in the Caribbean, as well as countries in Africa, Asia, Europe and South America. Sandwatch is now coordinated by the non-profit Sandwatch Foundation, with support from UNESCO's education and science sectors, and has received contributions from national governments as well as from many national and international organizations, both governmental and non-governmental.

The main objectives of Sandwatch are to:

- enable children, youth and adults to adopt a scientific approach to the enhancement and management of their beach/coastal environments in a sustainable manner, in cooperation with the community
- integrate the Sandwatch approach into school curricula as a contribution to Education for Sustainable Development
- contribute to climate change adaptation by building ecosystem resilience

### **Thematic areas/issues addressed**

- Management and monitoring of beach and coastal areas
- Education for sustainable development
- Climate change observation and education

### **Participating countries/organizations**

- |                           |                               |                                     |
|---------------------------|-------------------------------|-------------------------------------|
| 1. Antigua-Barbuda        | 11. Fiji                      | 21. Seychelles                      |
| 2. Bahamas                | 12. Grenada                   | 22. St. Kitts & Nevis,              |
| 3. Barbados               | 13. Guadeloupe                | 23. St. Lucia                       |
| 4. British Virgin Islands | 14. Guinea Bissau             | 24. St. Vincent & the<br>Grenadines |
| 5. Cape Verde Islands     | 15. Guyana                    | 25. Trinidad & Tobago               |
| 6. Cayman Islands         | 16. Jamaica                   | 26. Turks & Caicos Islands          |
| 7. Cook Islands           | 17. Mayotte                   | 27. US Virgin Islands               |
| 8. Cuba                   | 18. Montserrat                | 28. Zanzibar                        |
| 9. Dominica               | 19. Puerto Rico               |                                     |
| 10. Dominican Republic    | 20. San Andres<br>Archipelago |                                     |

In addition, Sandwatch has been introduced in the Azores (Portugal), Belize, Kiribati, Maldives, Netherlands Antilles and Palau, and in more than 15 non-SIDS countries across the world.

**Time frame:** Ongoing since 1999.

### BACKGROUND

Sandy white beaches are a key tourist attraction in the Cook Islands. However, there are numerous problems and conflicts facing the beach environments such as erosion and pollution that are negatively affecting the ecosystem. Many trees have been destroyed by natural disasters or are cut down due to new



construction. Rocks and sand have been shifted further inland or have been removed for building purposes. Waste has been deposited in the lagoons, which pollutes the area. Hence there was an urgent need to develop an educational approach that mobilizes the interest of young people to safeguard their beach environments and help in appropriate restoration activities. The Sandwatch Project offered an opportunity for the community to make a successful impact and spread the knowledge to other places facing similar issues.

### Project objectives

- To take beach measurements and work together with the local community to evaluate beach-related problems
- To develop sustainable approaches to address these problems
- To instil a sense of caring for beaches in students and in community members

### RESULTS ACHIEVED

- Student involvement in the management of the coastal environment
- Student proposals for decision-makers on the sustainable development of coastal areas
- Team work with local communities and Government officials
- Shared ideas and views on beach environments and sustainable development

Being part of a wide range of activities that includes measuring sand erosion, interviewing community members, and recycling rubbish to make new forms of art work; the students learnt about the serious threats facing their coastal landscapes. This also enabled them to remain committed for assuming future responsibilities to help and protect their threatened natural and beautiful beaches.

Other such actions including signage on 'Not to litter the beach' brought a positive change in many other people visiting the beaches. Students also gained a sense of empowerment through the recognition provided by the Prime Minister of the Cook Islands, the Secretary of Education, the President of the House of Traditional Chiefs and UNESCO.

### MAIN ACTIVITIES

The Sandwatch project was first introduced to schools on Rarotonga in 2003 and slowly extended to the outer islands. By 2009 all twenty schools in the Southern Group and four in the Northern Group have been introduced to the project. The Sandwatch methodology and approach has been incorporated into the national science and social science curriculum.

Each school selected one or two beaches on their respective islands. A monthly monitoring of beach changes was conducted. They looked at the physical transformations caused by waves, currents and tides as well as the impact made by people on their beach environment. Students examined the beach composition to see if there were any patterns in sediment characteristics.

The project mainly focused on the landscape of the beach and its major threats i.e. erosion, pollution and developments. Students were involved in planting new trees close to the beach – to slow down the rapid erosion of the beach. However, some schools extended their project towards the history of their beaches – and the meaning of their names. Others looked at the biodiversity of the coastal areas and interviewed local communities on the impacts of new development around the beach areas. Local communities supported the project, as did government bodies.

The project culminated at a Students National Conference held from 26 to 29 June 2007 in Rarotonga. Thirteen schools sent some 120 student representatives to attend the Conference. During the first two days, the young people reported on their research and findings through power point presentations, drama, poetry and art work. The other two days enabled students to visit various Government Ministries (e.g. Environment, Agriculture, Marine, Waste Management, etc.) to learn more about their respective roles in protecting the environment.

## FUTURE REPLICABILITY

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### Lessons learned



In designing a low-cost and highly adaptable activity, Sandwatch does require the commitment and time of dedicated educators and students in the participating institutions. A close relationship between the participating schools themselves and the education authorities in the member countries can be a significant factor in ensuring long-term benefits from Sandwatch –

ideally through the integration of the Sandwatch methodology into the formal curriculum. This was achieved in the Cook Islands – an experience that is now being shared with other SIDS.

### Keys to success in terms of replicability in other countries

A key achievement of the Cook Islands Sandwatch project was without a doubt the integration of the programme into the formal school curriculum. This formal linkage with national educational planning ensured a continuing focus on and further development of the Sandwatch methodology adapted to the local context.

Since implementation of the project, Cook Islands education specialists have assisted other SIDS with advice on how to approach integration of Sandwatch methodologies into the school curriculum. In May 2010, the Grenada Ministry of Education conducted a workshop on how to integrate Sandwatch into the curriculum. It is expected that a series of Sandwatch pilots will be established in Grenada to test its use in the curriculum starting next year.

In the second half of 2010, Kiribati will arrange discussions and a training event to pave the way for the integration of Sandwatch into the national curriculum, taking the number of SIDS where this process has been initiated to three.

Other islands are adopting a different approach, e.g. the Dominican Republic is incorporating Sandwatch projects into community work projects that are a requirement for all high school graduates.

## CONTACTS

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### Focal points in lead country/organization

**Gillian Cambers**

Co-Director

Sandwatch Foundation (based in Melbourne, Australia)

g\_cambers@hotmail.com

**Paul Diamond**

Co-Director

Sandwatch Foundation (based in Nevis, St. Kitts & Nevis)

pdiamond@surfbvi.com

### Focal points in other participating countries

See [www.sandwatch.org](http://www.sandwatch.org) for additional information on focal points and other contacts.

### Supporting UN agency focal point

**Hans Dencker Thulstrup**

Programme Specialist

Section for Small Islands and Indigenous Knowledge

Division of Science Policy and Sustainable Development

UNESCO

France

E-mail: [h.thulstrup@unesco.org](mailto:h.thulstrup@unesco.org)

## Global Island Partnership (GLISPA)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The Global Island Partnership (GLISPA) is a global entity working to help islands around the world conserve and sustainably utilize their invaluable natural resources.

GLISPA was created to help bridge local and global island initiatives, build upon existing networks and programmes and share knowledge among all islands. It was formed following the Mauritius International Meeting in 2005 following a request from the President of Palau and the President of the Seychelles for a global partnership that enabled islands to work together to share solutions.

The partnership brings together island nations and nations with islands — small and large, developing and developed — to mobilize leadership, increase resources and share skills, knowledge, technologies and innovations in a cost-effective and sustainable way that will catalyze action for conservation and sustainable livelihoods on islands.

#### **Thematic areas/issues addressed**

GLISPA has identified four key focus areas for 2010 – 2012:

1. **Ecosystem based adaptation, mitigation and invasive species:** leadership and commitments to action strengthened on ecosystem based adaptation and mitigation, including the threat of invasive species.

2. **Development dialogue:** island conservation and sustainable livelihoods integrated into the development process and engagement in the development dialogue.
3. **Commitments:** progress on GLISPA commitments highlighted and promoted including exchanges of experiences and sharing effective practices.
4. **Outreach:** all islands and organizations that work with islands know GLISPA, its capacity, limits, role and recognizes the value of the mechanism.

### **Participating countries/organizations**

GLISPA has engaged more than 60 governments of Small Island Developing States (SIDS), large island countries, countries with islands, overseas territories, as well as multi and bilateral agencies, and international, national and regional organizations.

### **Time frame**

Up to 2012, GLISPA will be supported by a collaborative Strategy, a small dedicated Coordination Team hosted by IUCN and a Steering Committee of lead partners to support the growing Partnership. GLISPA's focus for the next three years sees it continuing to work with island leaders and organizations on strategic initiatives to strengthen island action on critical issues.

## **Case Study**

### **BACKGROUND**

The GLISPA program was launched in 2006, at the eighth meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD). GLISPA is recognized by the CBD as a partnership to advance the implementation of the CBD 2010 target to reduce the rate of biodiversity loss and the Programme of Work on Island Biodiversity (IBPoW) and Protected Areas. This is the key to GLISPA, as the partnership has a strong focus on implementation and, it is at this, that GLISPA has been particularly successful.

The Coordination Unit of GLISPA is hosted by IUCN's Office in Washington DC. The Coordinator oversees the GLISPA activities, supports GLISPA governance and promotes the partnership. A Steering Committee was established, the role of which is to govern GLISPA, facilitate new and existing commitments to action with a focus on leveraging support and resources, track progress on the GLISPA strategy and give strategic vision to the partnership.

### RESULTS ACHIEVED

GLISPA has grown rapidly since its establishment as an informal network. It has helped to catalyze more than \$100 million USD in commitments to island conservation and connected more than 60 nations and organizations to advance the work on island conservation. Some of the commitments that have been launched at GLISPA events and that GLISPA continues to support are: the Phoenix Islands Protected Area, Micronesia Challenge, Caribbean Challenge, the Global Island Database, New Zealand Government's activities on invasive species, in particular the Helping Islands Adapt workshop which involved all the SIDS regions and others. GLISPA is currently working with the Government of the Seychelles on a Western Indian Ocean Challenge and is enabling inter-regional as well as inter-island sharing of experiences through the partnership.

### MAIN ACTIVITIES

GLISPA's primary role is to facilitate dialogue between islands in order to implement actions to conserve island biodiversity and enable the sustainable use of natural resources and sustainable livelihoods for island people.



## FUTURE REPLICABILITY

### Lessons learned

#### Effective Partnerships

- By maintaining a flexible and efficient partnership responsive to its partners' needs and aspirations, GLISPA has been able to maintain and expand involvement by many different stakeholders around the world.

#### Good Governance

- GLISPA recognizes the important role of the Chairs of the GLISPA Partnership, the Presidents of the Seychelles and Palau. These Chairs provide strategic leadership to the partnership, promote good governance through their steering committee representatives and give suitable gravitas to GLISPA activities.

## Strategies

- Having clear strategies and objectives has enabled GLISPA to move forward in a common direction ensuring true collaboration with partners that has resulted in effective implementation. These clear strategies enable partners to identify where their objectives are common with those of the partnership.

## Celebrating Success

- By recognizing the success stories that islands have accomplished, GLISPA sustains momentum and support for the work. It also aids in gaining recognition for the partners involved at the global, regional and local scale, providing new opportunities for new partnerships, projects and resources.

## Key to success in terms of replicability in other countries

### Connected experience

- GLISPA has helped to foster more than 12 major island commitments. These initiatives have shared their invaluable knowledge and experience with the GLISPA partners in order to further best practice island conservation and to catalyze other island leadership.

### Leveraged funds

- GLISPA has helped catalyze more than \$100 million USD in commitments to island conservation.

### Establishment of a strong partnership

- GLISPA has successfully maintained active communications on the full range of island issues with more than 530 island states, organizations and stakeholders through the GLISPA partnership, and this number continues to grow.

## Recommended follow-up

GLISPA is committed to continue to support the outstanding leadership and extraordinary commitments of all its dedicated participants, and to sharing island successes and lessons with the world.

## CONTACTS

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### Focal point in lead country/organization

Kate Brown  
Coordinator  
Global Island Partnership  
Kate.brown@iucn.org

# Caribbean





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## HUMAN DEVELOPMENT



## Caribbean Human Development Report on Citizen Security<sup>1</sup>

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

Crime and violence have become one of the main concerns of the population throughout Latin America and the Caribbean, and it is being identified as an obstacle to sustainable human development. The Caribbean is in the process of economic and social transition. This process has been accompanied by high and increasing levels of social violence, particularly ordinary criminal violence. The small and microstates of the region have responded to this problem with different degrees of effectiveness. Such responses range from a commitment to old traditions of state-protective security with its control focus and rights-disregarding orientation, to a more citizen's protective, prevention focused, and rights-respecting orientation. Crime control and security policy has become a contested field and police and justice system reform a ground on which political struggles involving national regional and international actors are fought. The Caribbean Human Development Report on Citizen Security aims to strengthen the latter -more democratic- tendency among policy-makers, institutional actors within the security establishments of the region, and the general public.

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<sup>1</sup> UNDP understands citizen security as the institutional and social situation in which people can fully enjoy and integrally exert their liberties and rights. Security includes a set of tending institutional and social actions to protect and guarantee total and effective liberties and rights of the people through prevention, control and investigation of crimes, infractions and vulnerable facts of public order.

The main objective of this initiative is to analytically examine how, in the context of the English and Dutch speaking Caribbean Countries and within the development context of Caribbean Small Island Developing States (SIDS), insecurity and violence have negative impacts on human development. The report will aim at better understanding the issue of citizens' security in the SIDS and the region as a whole and to provide policy and other recommendations to programme countries on how to address it, regionally and nationally.

The analysis will address four factors: (i) A causality analysis; (ii) the impact of international processes on the (in) security situation in the countries of the region; (iii) the fact that crime and violence are common development threats to many Caribbean countries requiring coordinated regional, national and international responses; and (iv) that these issues have a different impact in each country.

### **Thematic areas/issues addressed**

- Human Development
- Citizen Security
- Democratic Governance

Issues to be addressed in the report include:

- Victimization of vulnerable groups
- Youth violence
- Organized crime
- Responses of people and state
- The institutions – national and regional, and how they relate to each other
- Best practices and new policy and programmatic directions

### **Participating countries/organizations**

- Barbados and Eastern Caribbean States, Guyana, Jamaica, Suriname, Trinidad and Tobago
- Among the organizations are: University of West Indies (UWI), CARICOM Secretariat, CARICOM-IMPACS, and OECS.
- The participation of other UN agencies is being fostered to include: UN High Commissioner for Human Rights, UN Organization for Drug and Crime, UN International Children Fund, and UN Development Fund for Women, among others.

**Time frame:** January 2010 – June 2011

### BACKGROUND

Violent crime is on the increase in many countries of the Caribbean, particularly organised international crime. This has given rise to new forms of criminality. Organised crime is a key characteristic of crime and violence in the region. There is a strong belief that this is rooted in the proliferation of illegal narcotic drugs. The Caribbean is a significant transshipment point to the United States, Canada and Europe. The systematic and organised traffic of the illegal drugs has spawned its own crime. This trend impacts on the levels of gun violence, for example, 75.2 per cent of all murders committed in Jamaica in 2006 involved the use of guns. Trafficking also influences local drug use, gang violence, prostitution, property crime, kidnapping and money laundering. In many of the Caribbean territories, crime and fear of crime seriously undermine the quality of life. Crime has created social disequilibrium threatening peace and stability. Additionally, police reports and victimization surveys indicate that domestic and sexual violence is a prominent feature of the lives of many women and girls. Jamaica, Barbados and Trinidad and Tobago, for example, demonstrate a rate of rape above the unweighted average of 102 countries as outlined in the United Nations Crime Trends Survey 2002. There is also increased involvement of young people as both victims and perpetrators of violent crime, including homicide. Murder rates are estimated at 30 per 100,000 populations annually. This makes the Caribbean region the most violent region compared with South and Central America, South and South West Africa, and South East Asia. Child abuse and other forms of violence against children as well as children's exposure to violence in the region is another key issue. Children are the victims of physical, sexual and emotional abuse and neglect.

### RESULTS TO BE ACHIEVED

- Publication of The Caribbean Human Development Report on Citizen Security including evidence-based recommendations for the development of public policies to improve citizen security
- Identification of good practices and lessons learned from the Caribbean and other regions
- Commitment from the participant countries to address the issue of Citizens' security
- Communities of Practice in the region
- Tools to support the implementation of the recommendations
  - Course series: a training process for decision makers and technicians
  - Partnerships with other Agencies
  - Policy guidance notes to the countries

### MAIN ACTIVITIES

- Design, administration, and data analysis of a victimization survey
- Regional/national research papers
- Regional/national consultations

## FUTURE REPLICABILITY

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### Lessons learned

This report builds on lessons learned and good practices identified by UNDP in the development of a large number of HDRs. It will be the product of a careful development of content and process. It will be grounded on a strong conceptual basis, sound and comprehensive research and consultation processes with the participation of experts and stakeholders that will take place at both the national and regional levels. The preparation of the report will be guided by the standards and processes established by the Human Development Report Unit of UNDP (<http://hdr.undp.org/en/>).

### Keys to success in terms of replicability in other countries

The lessons to be learned through the preparation of the Caribbean HDR on Citizen Security will be amalgamated as UNDP recommendations for the preparation of regional HDRs.

### Recommended follow-up

The HDR is seen as a means not an end. It represents a first step in assessing the situation and identifying solutions and recommendations to inform public policy and development of future interventions to address citizen security issues in the Caribbean. The design and implementation of programmes and projects both at the regional and national levels are expected to occur as a follow-up to the report.

## CONTACTS

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### Focal point in lead country/organization

Dr. Anthony Harriott  
Lead Author of the HDR  
University of West Indies

## **Supporting UN agency focal points**

**Dr. Leida Mercado**

Chief Regional Centre Port of Spain Office  
United Nations Development Programme

**Mr. Daniel Luz**

Regional Advisor on Citizen Security  
United Nations Development Programme



NATURAL DISASTERS



## Caribbean Catastrophe Risk Insurance Facility (CCRIF)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

CCRIF is a risk pooling facility registered in, and owned and operated by the Caribbean for Caribbean governments. It is the world's first and, to date, only regional fund utilising parametric insurance, giving Caribbean governments the unique opportunity to purchase earthquake and hurricane catastrophe coverage with lowest-possible pricing. It is designed to limit the financial impact of catastrophic hurricanes and earthquakes to Caribbean governments by quickly providing short-term liquidity when a policy is triggered. CCRIF represents a paradigm shift in the way governments treat risk, with Caribbean governments leading the way in pre-disaster planning. CCRIF was developed through funding from the Japanese Government, and was capitalised through contributions to a multi-donor Trust Fund by the Government of Canada, the European Union, the World Bank, the governments of the UK and France, the Caribbean Development Bank and the governments of Ireland and Bermuda, as well as through membership fees paid by participating governments.

CCRIF provides a working model of an innovative risk management mechanism that provides cost-effective risk transfer as part of a holistic disaster risk management framework within the Caribbean.

As a parametric facility, payouts can be calculated and made very quickly because loss adjusters do not have to be relied on for estimating damage after a catastrophe event, which can take months or years. Governments do not have to provide

detailed asset values and other information prior to the insurance programme commencing, and have just one form to sign during the entire claims process. As a result, calculation of payouts is totally objective, based on a few simple input parameters published widely in the public domain from the globally-mandated body responsible for estimating those particular parameters, and the risk that drives policy pricing is uniformly defined (i.e. there is no subjectivity in the definition of the risk).

### Thematic area/issue addressed

- Disaster risk management

### Participating countries/organizations

Sixteen governments are currently members of the Facility:

- |                      |                       |                                  |
|----------------------|-----------------------|----------------------------------|
| 1. Anguilla          | 7. Cayman Islands     | 13. St. Lucia                    |
| 2. Antigua & Barbuda | 8. Dominica           | 14. St. Vincent & the Grenadines |
| 3. Bahamas           | 9. Grenada            | 15. Trinidad & Tobago            |
| 4. Barbados          | 10. Haiti             | 16. Turks & Caicos Islands       |
| 5. Belize            | 11. Jamaica           |                                  |
| 6. Bermuda           | 12. St. Kitts & Nevis |                                  |

CCRIF is open to governments only and, currently, specifically to CARICOM members. However, non-CARICOM governments can also be considered for participation.

**Time frame** CCRIF was established in 2007

## Case Study

### BACKGROUND

The idea of CCRIF was prompted by Hurricane Ivan in 2004, which caused billions of dollars of losses across the Caribbean. CARICOM resolved to take action and approached the World Bank for assistance to design and implement a cost-effective risk transfer programme for member governments. This marked the beginning of what would become the Caribbean Catastrophe Risk Insurance Facility.

The mission of CCRIF is to serve Caribbean governments and their communities in reducing the economic impact of natural catastrophes. The Facility provides immediate liquidity through a range of affordable insurance products in a way that is financially responsible and responsive to the governments' needs.



CCRIF functions similarly to a mutual insurance company which is controlled by its participating governments. It was initially capitalised by the participating countries themselves, with support from donor partners. CCRIF combines the benefits of pooled reserves from participating countries with the financial capacity of the international financial

markets. It retains some of the risk transferred by the participating countries and transfers the remainder of the risk to reinsurance markets when it is cost-effective to do so. This structure results in a particularly efficient risk financing instrument that provides participating countries with insurance policies at approximately half the price they could obtain if they approached the reinsurance industry on their own. The use of a parametric insurance mechanism to control payouts from the pool ensures that each country gets an equivalent proportion of funds out of the pool as it has paid in over the long term.

### RESULTS ACHIEVED

CCRIF has, in its first three years of operation since 2007, offered separate hurricane (wind) and earthquake policies. Caribbean governments may purchase coverage which triggers for a 'once-in-15-year' hurricane and a 'once-in-20-year' earthquake, with maximum coverage of US\$100M available for each peril. The cost of coverage is a direct function of the amount of risk being transferred, ensuring no cross-subsidisation of premiums and a level playing field for all participants.

CCRIF has made four payouts to governments to date. In 2007, CCRIF paid out almost US\$1 Million to the Dominican and St. Lucian Governments after the 29 November earthquake in the eastern Caribbean, and in 2008, CCRIF paid out US\$6.3 Million to the Turks & Caicos Islands after Hurricane Ike made a direct hit on Grand Turk.





Most recently, Haiti received a payment of US\$7.75M (approximately 20 times their premium for earthquake coverage of US\$385,500) 14 days after being struck by a devastating earthquake of magnitude 7.0 on 12 January 2010. It is estimated that the CCRIF funds received by the Government of Haiti accounted for approximately

50 per cent of the TOTAL aid received in the first 10 weeks in the form of direct liquidity by Haiti, inclusive of all international and regional pledges made.

### MAIN ACTIVITIES

CCRIF's main activities are to provide hurricane (wind) and earthquake policies to Caribbean Governments.

The Facility also is engaged in other activities described below:

- CCRIF provides its members with real-time hurricane hazard and impact information for the annual hurricane season through TAOS RTFS ('The Arbitrator of Storms' Real-Time Impact Forecasting System).
- CCRIF is preparing an excess rainfall product that will be offered by the end of 2010.
- CCRIF is currently working in collaboration with the Caribbean Institute of Meteorology and Hydrology (CIMH) to assist with the long-term recovery and reconstruction efforts in Haiti following the January 12 earthquake.
- CCRIF has recently launched a technical assistance programme to help Caribbean countries to: deepen their understanding of natural hazards and the potential impacts of climate change on the region; develop adaptation strategies; and build regional climate change resilience through improved risk management. Under this programme, CCRIF and partner organisations are conducting a study for the Caribbean region based on the Economics of Climate Adaptation (ECA) methodology to provide facts and tools to develop quantitative adaptation strategies and business cases that can be incorporated into national development plans and claims for adaptation assistance.
- CCRIF participates in regional discussions on climate change adaptation and was an integral part of the Caribbean region's preparation for the 2009 UN Climate Change Conference in Copenhagen.

## FUTURE REPLICABILITY

### Lessons learned

Lessons learned from the first three years of operation of CCRIF include:

- Annual evaluation must be conducted of the products offered to members. Before each annual renewal period, CCRIF engages in discussions with clients presenting complete risk profiles, updating the “adequacy analysis” of clients’ current coverage, and presenting quotes for alternative coverage characteristics and premium levels (either in total or a change in distribution between earthquake and hurricane) to help clients determine the best policy options.
- Existing products must be continuously assessed and improved. CCRIF’s 2010/11 hurricane and earthquake policies are based on a new second generation loss model which better represents the actual levels of hurricane and earthquake risks faced in the Caribbean region.
- Respond to client (and potential client) needs. To supplement the existing wind-based hurricane and earthquake coverage, CCRIF developed the excess rainfall product in response to demands from countries in the region.
- It is critical to develop partnerships with local and regional organisations in order to increase acceptability within the region and to take advantage of regional knowledge and expertise. Formal partnerships (MoUs) exist between CCRIF and a number of organisations (Caribbean Disaster and Emergency Management Agency - CDEMA, Caribbean Institute for Meteorology and Hydrology - CIMH, UN Economic Commission for Latin America and the Caribbean - ECLAC) and others are being pursued.
- Leaders in the fields of disaster management, insurance and finance, environmental management, and meteorology should be part of the decision-making process with regard to CCRIF products and catastrophe insurance.



### Keys to success in terms of replicability in other countries

- Develop partnerships and alliances with local/regional institutions.
- Base product development on local/regional data obtained through current research.

- Implement public awareness programmes that target decision makers in the arenas of disaster management, insurance & finance, environmental management, and meteorology within all countries in the region, as well as key stakeholders and the media.



## CONTACTS

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### **Focal points in lead country/organization**

**Mr. Milo Pearson**

Chairman

CCRIF

[milopearson@sbcglobal.net](mailto:milopearson@sbcglobal.net)

**Dr. Simon Young**

CEO, Caribbean Risk Managers Ltd.

Facility Supervisor, CCRIF

[syoung@ccrif.org](mailto:syoung@ccrif.org)

### **Focal points in other participating countries**

Each CCRIF member country has a nominated focal point.

## Training Workshop on the use of the ECLAC Damage and Loss Assessment (DALA) Methodology for the Evaluation of Natural Disasters

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The workshop was designed to develop capacity in the Caribbean for its member states to undertake a damage and loss assessment of the impact of a natural disaster on their socio-economy and to programme disaster management and mitigation strategies into their development plans.

The main objectives of the workshop were to:

- Introduce participants to the conceptual framework and practical issues in conducting a damage and loss assessment in the aftermath of a disaster
- Enable country representatives to collect information and to undertake their own initial assessment after a disaster in their country
- Underscore disasters as a development challenge that could threaten attainment of the Millennium Development Goals (MDGs), especially in the wake of more intense events due to climate change
- Challenge policy makers to programme progressive disaster mitigation and resilience building measures into their development plans and budgets.

#### **Thematic areas/issues addressed**

- Sectoral Damage and Loss Assessment
- Disaster Planning
- Disaster Evaluation and Mitigation

## Participating countries/organizations

- Countries: Barbados, Guyana, Jamaica, Trinidad and Tobago
- Organizations: CARICOM, FAO Trinidad, CDERA
- Ministries: Line Ministries in Jamaica and Trinidad and Tobago

**Time frame** 3 days (27-29 August 2009)

## Case Study

### BACKGROUND

Natural disasters remain a major development challenge in Latin America and the Caribbean, and, more so, in the small island States of the Caribbean where the impact of a single disaster could wipe out years of progress and threaten the sustainable livelihoods of large segments of their populations. Indeed, according to ECLAC assessments, the Caribbean was impacted by some 76 natural disasters between 1999 and 2008 with an estimated cost of US\$136 billion. Moreover, global warming and climate change has been reflected in more intense tropical weather systems in recent times. The Caribbean is therefore increasingly challenged to pay serious attention to all issues relating to natural disasters. It is for this reason that the understanding of the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) Damage and Loss Assessment Methodology (DALA) forms part of meeting the ECLAC objective of strengthening the capacity of its member States to evaluate and assess the impact of natural disasters in their countries.

### RESULTS ACHIEVED

The training workshop was attended by 30 participants, of whom eight were ECLAC staff members (not presenters), and three were from the United Nations system (Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP)). Twelve participants were from Trinidad and Tobago and seven were from Barbados. Of the non-ECLAC participants, 14 were females and eight were males. Males and females accounted for an equal share of the ECLAC participants. All participants were from government, semi- government or regional and international organizations.

With regard to the usefulness of the course to their work and country situation, 63.9 per cent and 27.3 per cent indicated good and very good, respectively. The relevance of the topics taught received a good rating 31.8 per cent while 51.9 per cent gave a rating of very good.

### MAIN ACTIVITIES

The main activities of the workshop were:

- Setting the context for DALA
- The DALA methodology and its applications in the productive and social sectors
- Data for Disaster Assessment
- Conceptual framework for 'Restoring livelihood and building back better'
- Case study

## FUTURE REPLICABILITY

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### Lessons learned

- The quality of a final damage and loss assessment depends on the level of training and competence of persons trained in the methodology to collect the data and information in the form that is required.
- The damage and loss assessment should be an important guide in strategies to 'build back better' after a disaster including abiding by proper building codes and implementing adequate catastrophic risk insurance systems.
- In countries with a limited exposure to natural disasters, the link between training and work was not always clear, but would crystallize when a disaster occurred.
- Countries should put together in advance multi-disciplinary teams, including a number of sector specialists who would be able to undertake an assessment from the bottom-up.
- The challenge of the limited number of economists at the training was dealt with by leveraging those available to share their knowledge and experience with the wider group.

### Key to success in terms of replicability in other countries

Since the training, follow-up training has been successfully undertaken in Trinidad and Tobago in 2010 to deal with a Pandemic outbreak and also in St. Kitts and Nevis to deal with natural disasters broadly. The training can therefore be readily replicated in other countries.

### Recommended follow-up

- A four-day course with the last day designated for the case study was preferable. To alleviate the time constraint for a three-day beginners' course, it was recommended that the case

study should be simplified and focus on, perhaps, the social sector, infrastructure, agriculture (where applicable) and tourism or manufacturing. Alternatively, the sector presentations could be embedded in an exercise that highlighted the methodology. For intermediate and advanced training courses, however, the use of a more complicated case study was recommended. This is to be explored.

- The suggestion for a recall session was supported and in the past, recall sessions have been held in Jamaica, Belize and Cayman Islands. It was further recommended that training sessions be held in any country that requested an ECLAC DALA mission.
- It was recommended that ECLAC highlight the need for sector specialists and economists in its letter of invitation, to support economy-wide social, economic and environmental assessment.

## CONTACTS

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### **Focal point in lead country/organization**

**Asha Kambon**

Regional Adviser

ECLAC – Sub-regional Headquarters for the Caribbean

Email: [Asha.Kambon@eclac.org](mailto:Asha.Kambon@eclac.org)

## Caribbean Risk Management Initiative (CRMI)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The CRMI is a regional UNDP programme which focuses on increasing capacity for disaster risk management and adaptation to climate change, through the means of promoting south-south collaboration within the region, and by facilitating the identification and exchange of existing technical capacities. The CRMI Phase I objective was to improve capacity for the management of climate-related risk across the Caribbean, through knowledge transfer strategies and integration of climate change science with the traditional disaster risk management communities.

The specific objectives included:

- Increased capacity for climate change adaptation in the region
- Risk reduction and climate change adaptation integrated into development
- Increased investment in climate risk reduction projects

The success of CRMI has resulted in the roll out of CRMI Phase 2 (2010 – 2012) whose main outputs are:

- Capacity for disaster risk reduction and adaptation to climate change enhanced in the region,
- Management of knowledge on climate change adaptation and disaster risk reduction improved, and
- Regional partnerships and resource mobilization are enhanced.

## Thematic areas/issues addressed

- Disaster Risk Reduction (DRR)
- Climate Change Adaptation (CCA)
- Gender

## Participating countries/organizations

- Cuba, Dominican Republic, Guyana, Haiti, Jamaica, Trinidad and Tobago, Barbados and OECS, Suriname, Belize

## Time frame

April, 2004 – December, 2009, CRMI 1

September 2010 – December 2012, CRMI 2

## Case Study

### BACKGROUND

Set against a backdrop of global climate change and taking into account the vulnerability of Caribbean countries, the growing accumulation of risk experienced by the Caribbean to a variety of natural, environmental and technological hazards is one of the region's most critical unresolved development problems. The losses due to unmanaged risk erode development gains in the region and make it difficult for countries to address pressing social and economic development needs.

Policies and programmes for adaptation to climate change are best developed in the context of sound knowledge of the broader set of accumulating risk. CRMI therefore concentrated heavily on knowledge management with huge investments in a web-based, trilingual platform.

- CRMI was conceived as a key programming component for UNDP's Regional Bureau for Latin America and Caribbean (RBLAC) and the Bureau for Crisis Prevention and Recovery (BCPR) in the Caribbean Region
- CRMI is an umbrella programme designed to build capacity across the Caribbean region for the management of climate related-risk
- CRMI works in close partnership with key regional and national entities in this field
- An innovative initiative that links climate change and disaster management in the Caribbean, and brings both communities of practice to work harmoniously towards common goals

### RESULTS ACHIEVED

- Stronger regional capacity to support planning and policy development and climate risk management was established in regional centers of excellence including the University of the West Indies, the Caribbean Community Climate Change Centre and the Cuban Institute for Meteorology.
- Supported Comprehensive Disaster Management as a Regional adaptation of the Hyogo Framework of Action<sup>1</sup>, including assisting countries in developing local strategies and plans for implementation.
- Enhancement of the knowledge management platform on DRR in the region through the creation and usage of two web sites dedicated to DRR.

### MAIN ACTIVITIES

- Development of National Disaster Management Data Bases in Jamaica, Cuba, Trinidad and Tobago and Guyana (partial results)
- Creation of two trilingual web-based DRR knowledge platforms (PRECIS CARIBE and CRMI)
- Training of personnel from several countries and agencies in a) the use of the MM5 model for extreme weather forecasting, b) risk mapping and development planning in coastal zones, and c) basics of disaster prevention, preparedness and response
- Provision of scholarships to pursue Masters Degrees in DRR
- Creation of 54 community based Regional Risk Management Centers (RRMC) in Cuba
- Publication of Best Practices in DRR and Climate Change Adaptation initiative
- Development of climate change models and the application of forecasting tools.
- Conducted research on Gender, Climate Change & Disaster Risk Reduction in 5 countries. The findings were documented and presented at a regional forum, the CDM Conference. The research findings were also published for wider circulation.

<sup>1</sup> The Hyogo Framework for Action (HFA) is a global blueprint for disaster risk reduction efforts during the next decade. Its goal is to substantially reduce disaster losses by 2015 - in lives, and in the social, economic, and environmental assets of communities and countries. More information available in: <http://www.unisdr.org/eng/hfa/hfa.htm>

## FUTURE REPLICABILITY

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### Lessons learned

- CRMI allowed for the possibility of engaging several countries, agencies and professional institutions simultaneously. It is a good blue print for regional integration.
- The CRMI approach offers real opportunities for meaningful South-South Cooperation.

### Keys to success in terms of replicability in other countries

The RRMCs function as local points for receipt and dissemination of early warning information and as local focal points for disaster management. This filter down to local population is in great demand by many countries. Other products were similarly crafted and delivered.

### Recommended follow-up

- CRMI is being groomed for transition to and management by a regional agency. This will allow for capacity building for DRR and CCA.
- CRMI is being used as a catalyst to attract and develop greater partnership for mobilization of resources for region programmes to support DRR/CCA at the national level.

## CONTACTS

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### Focal point in lead country/organization

Howie Prince

Disaster Risk Reduction Specialist, LAC

UNDP

Regional Service Center

Port of Spain, Trinidad

### Focal points in other participating countries

Ian King

Programme Manager

UNDP, Barbados and the OECS

Jacinda Fairholm

Programme Manager

UNDP, Cuba

### Supporting UN agency focal points

United Nations Economic Commission for Latin America and the Caribbean (UNECLAC),  
Santiago, Chile

United Nations Development Fund for Women (UNIFEM)



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## ENERGY AND ENVIRONMENT



## Caribbean Renewable Energy Development Programme (CREDP)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

This project sought to remove barriers to Renewable Energy (RE) use in the Caribbean, through specific actions to overcome policy, finance, capacity, and awareness barriers, estimating the contribution of renewable energy sources to the region's energy balance to be significantly increased. It sought to further provide the opportunity to replace existing fossil fuel-based decentralized electricity generation with RE based generation plants or to provide electricity to areas not yet covered. The project was expected to implement measures to overcome barriers to achieving a low emissions future for electricity power, resulting in a substantial reduction in CO<sub>2</sub> emissions.

#### **Thematic area/issue addressed**

- Energy and Environment

#### **Participating countries/organizations**

- CARICOM Members States
- CARICOM Secretariat executed the project in collaboration with stakeholders including multilateral and bilateral agencies, the financial sector, Non-Governmental Organizations, and consumers
- UNDP - GEF were the implementing partners

**Time frame** 2004 - 2009

### BACKGROUND

Conventional methods of electricity production were identified as significant contributors to air, land and water pollution and the primary sources of Green House Gas (GHG) emissions.

At the same time, while electricity generation is seen as a key aspect of economic development in the Caribbean countries, the use of RE lags far behind its potential. The main barriers to developing RE technologies were identified

as: inadequate policy framework, financing, human and institutional capacities and low awareness and information. In addition, countries' reliance in energy imports was identified as critical to the region's balance of payments.



Education at the Renewable Energy Exhibition during Energy Awareness Week in January 2008 in Guyana

### RESULTS ACHIEVED

- National Energy Polices were approved in St. Vincent & the Grenadines and Jamaica.
- Draft national Energy polices in the Bahamas, Barbados, Dominica, St. Lucia, St. Kitts & Nevis, Suriname, Belize and Guyana are being formulated.
- Laws pertaining to Energy enacted in Nevis and Dominica.
- Policy preparation in the region was enhanced to establish national consultations and stakeholders' participation as part of the policy formulation process.
- Capacities of selected players in the RE field were built.
- A RE information network was established through the formation the 'Caribbean Information Portal on renewable Energy'.
- Eleven renewable energy projects were developed.
- Mechanisms were established for financing RE projects.

### MAIN ACTIVITIES

- Capacity building and awareness raising campaign for policy makers.
- Innovative financing mechanisms for renewable energy product and projects.
- Tool of Knowledge Management: documentation and dissemination of CREDP experience.

## FUTURE REPLICABILITY

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### Lessons learned

The lack of consistent energy policies hampered private sector participation, international (bank) rating of benefiting countries, and knowledge of and confidence in RE/Energy Efficiency (EE) Technologies.

- Governments needed to:
  - Formulate and implement sustainable energy policies and action plans.
  - Reform and liberalize the energy sector but with adequate regulatory framework.
  - Ensure greater coordination between ministries and agencies interfacing with RE/EE project development and implementation.
- Electric Utilities needed to move towards RE/EE, energy conservation, prepare for competition from Independent Power Producers, and learn about new energy technologies, applications and operations.
- Banks needed to recognize the importance of RE/EE for development, recognize challenges for RE and EE investments and design solutions.
- Electricity consumers needed to learn about and apply energy saving methods, appreciate the value of electricity and its usage, accept the consequences of use of RE, prepare for higher electricity prices, if sustainable energy practices are not used.

### Key to success in terms of replicability in other countries

- Governmental commitment to incorporate RE industries.
- Inter-agency collaboration.
- Tertiary level Environment and Energy programs provided human and technical resources.

### Recommended follow-up

- Continued and enhanced Regional Energy Networking among National Ministries, Departments and Agencies in charge of energy and the CARICOM Secretariat should be pursued.
- The communication strategy should be a continuous and ongoing exercise with the objective of enforcing the promotion of the Renewable Energy agenda.
- Regional capacities to support early stage of project development, reducing transaction costs, facilitating site characterization and engineering studies and providing assistance to manage the project cycle should be developed.

## CONTACTS

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### **Focal points in lead country/organization**

**Patsy Ross**

Energy – Environment Focal Point

UNDP-Guyana

[patsy.ross@undp.org](mailto:patsy.ross@undp.org)

**Joseph Williams**

Programme Manager Energy Programme

CARICOM-Secretariat

[jwilliams@caricom.org](mailto:jwilliams@caricom.org)

## Partnership Initiative for Sustainable Land Management (PISLM)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The Partnership Initiative for Sustainable Land Management (PISLM) is one of the main institutional responses by the Caribbean SIDS with respect to land resources. Led by the United Nations Convention to Combat Desertification (UNCCD), it translates the aims of the UNCCD and the Land Resources Chapter of the Barbados Programme of Action (BPOA) into tangible deliverables.

#### **Thematic area/issue addressed**

- Ecosystem Management

#### **Participating countries/organizations**

- Caribbean SIDS

**Time frame** Initiated in 2004 – still ongoing

### BACKGROUND

PISLM started during a Regional Workshop on Land Degradation in Trinidad and Tobago in 2004, as an expression of the need for translation of the aims of the UNCCD into tangible deliverables. Forged between a number of institutions, the Partnership Initiative has a number of partners including UNEP, UNCCD Secretariat, FAO, CARICOM Secretariat, and University of the West Indies, civil society, including RIOD, GTZ and Caribbean SIDS.

In order to support the implementation of the aims of this Convention, the Global Environment Facility (GEF), adopted an Operational Program on Sustainable Land Management. Under this Operational Program the Global Mechanism has a major role to play in working with Parties to the Convention and other stakeholders including UN Agencies and the donor community in financial resource mobilization.

### RESULTS ACHIEVED:

- Assistance to a number of Caribbean SIDS in the preparation of their National Action Plans (NAPs).
- The establishment of a Support Office for the PISLM by the Government of Trinidad and Tobago through the Caribbean Centre for Integrated Rural Development (CNIRD) in Trinidad and Tobago and the commitment by the GoTT, GM/UNCCD; FAO and UNEP to support its operations.
- The formulation of a Five Year Business Plan for the PISLM (2009-2013).
- The establishment of an institutional and policy framework for the PISLM.
- Implementation of specific community based projects.
- The presentation of the concept of the PISLM to the Committee on Trade and Economic Development (COTED) of the Caribbean Community and its adoption by them and the extension of its mandate to address issues of rural development and poverty in the rural areas as an integral part of the promotion of sustainable land management practices.
- Development of linkages with similar programmes taking place elsewhere in the world e.g. China.
- Facilitation of South-South programmes between Caribbean SIDS and Latin American Countries (i.e. Mexico in the area of Public Policies for Land Degradation, Argentina with respect to indicators, etc).

## FUTURE REPLICABILITY

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### Lessons learned

The institutional framework provided by the PISLM offers a context for:

- Addressing the major long-term land management issues in SIDS, including, inter alia, deforestation, unsustainable agricultural practices and other episodic events such as fire, and natural events such as severe weather events;
- Fostering complementarities between the various Multilateral Environment Agreements, particularly the United Nations Framework on Climate Change (UNFCCC) and the Convention on Biological Diversity (CBD) and the UNCCD;
- A more rational and systematic approach to resource mobilisation to support sustainable land management initiatives; and
- Facilitating more targeted interventions at the community level to address land management issues.

## CONTACTS

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### Focal points in lead country/organization

**Mr. Mark Griffith**

Senior Programme Officer

UNEP/ROLAC

mark.griffith@unep.org

**Mr. Calvin James**

Director

Caribbean Network for Integrated Rural Development (CNIRD)





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## DEMOCRATIC GOVERNANCE



## The Organisation of Eastern Caribbean States (OECS) Model

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

At the very core of the OECS model is the principle of the pooling of scarce human and financial resources in the building of a regional institutional architecture to provide an array of services in common, which individual Member States would be incapable of providing for themselves. With a combined population of slightly under 600,000<sup>1</sup>, these micro states are able to reduce their individual vulnerabilities and increase their resilience as a group.

Among the most important objectives of the Treaty of Basseterre – which was signed on 18 June 1981 to establish the OECS – were those designed to promote cooperation, unity and solidarity, to assist Member States with obligations with respect to International Law, to engage in joint overseas representation, to promote economic integration and to establish common institutions and take joint actions.

The Revised Treaty of Basseterre to Establish the Organization of Eastern Caribbean States Economic Union was signed on 18th June 2010.

#### **Thematic areas/issues addressed**

- Under the Treaty, Member States agreed to coordinate, harmonize and pursue joint policies and programmes in a number of areas including: external relations;

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<sup>1</sup> Populations range from under 5000 in Montserrat to approximately 170,000 in St. Lucia.

international trade; financial and technical assistance; international marketing of goods and services (with particular emphasis on tourism); civil aviation; economic integration; public administration and training; matters of the sea and marine resources; judiciary; currency and central banking; statistics; income tax and customs protocols; education; defense and security; and scientific and cultural endeavours.

## Participating countries/organizations

The OECS comprises the following countries:

1. British Virgin Islands
2. Anguilla
3. Montserrat
4. St. Kitts and Nevis
5. Antigua and Barbuda
6. Dominica
7. St. Lucia
8. St. Vincent and the Grenadines
9. Grenada

The Treaty of 1981 provided the foundation for the establishment of a number of specialized OECS institutions. Key among these are the following:

- The OECS Secretariat – part of the executive branch of the OECS
- The Eastern Caribbean Central Bank and Currency Union<sup>2</sup> (ECCB)
- The Eastern Caribbean Telecommunications Authority (ECTEL)
- The Eastern Caribbean Civil Aviation Authority (ECCAA)
- The Eastern Caribbean Securities Exchange
- The Eastern Caribbean Judiciary
- Joint diplomatic Missions in Brussels (Belgium) and Ottawa (Canada)
- Joint technical Mission to the WTO in Geneva, Switzerland
- Joint Liaison Office in Toronto (Canada)
- Joint Tourism & Investment Office in Puerto Rico
- The Regional Security System (RSS)
- The Pharmaceutical Procurement Service (PPS)
- The HIV-AIDS Project Unit – the sub-regional office located at the OECS Secretariat to assist in the battle against HIV and AIDS<sup>3</sup>

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<sup>2</sup> All but the BVI, are members of the OECS Currency Union (ECCU)

<sup>3</sup> HAPU was established in 2005 with funding and technical support from an array of development partners including the Global Fund and the Clinton Foundation.

- OECS News-Link<sup>4</sup>
- OECS is currently working on the design of a common regional approach to the issue of energy regulation, and the development of e-Government platforms

**Time frame** On-going since 18 June 1981.

## Case Study

### BACKGROUND

#### Trade Negotiations

Small size provides an array of special challenges for SIDS in undertaking the multiple activities required of States to represent their interests and engage with the rest of the world. These challenges, affect their ability to mobilize domestic savings for investments, to produce goods and services at competitive prices, to provide domestic markets that are viable, to produce and access human and financial resources in the quantities needed, and to use, apply and absorb technology as well as their ability to exercise both their rights and obligations under different agreements and conventions in the international arena. Most difficult are those related to trade protocols negotiated in the different theatres, as this sector continues to liberalize under the rules of engagement of the World Trade Organisation (WTO).

The pooling of resources to provide services-in-common in the OECS model extends to areas of foreign policy. OECS has a number of joint diplomatic missions in different parts of the world, including Brussels (to the European Union) and Ottawa, with liaison offices in Puerto Rico and Toronto (the latter dealing with the supply of labour from OECS Member States under the Canadian guest workers programme), as well as in Geneva



Member countries of OECS

<sup>4</sup> The OECS news-link is a vital and informative 15 minute daily news broadcast, involving 9 radio stations across the OECS and Barbados, carrying major headlines from member States. It is one of the most popular newscasts in the OECS.

serving the World Trade Organisation (WTO) and the trade-related United Nations Organisations based in Geneva.

### RESULTS ACHIEVED

The OECS engagement in multilateral trade agreements has resulted in the body exerting an influence far above its minuscule position represented by the size of its economy. This has resulted in the extension of tariff reduction periods for goods produced by the OECS to the WTO. In particular:

- Products benefiting from preferences have been granted a longer transition period for tariff reduction, thereby allowing more time for adjustment by the OECS;
- Bananas have been treated as a stand-alone product that will be subject to lower tariff cuts than other agricultural products;
- The transition period for the elimination of investment-related export subsidies has been extended twice to allow for the special circumstance of certain small economies;
- Fisheries subsidies draft modalities now contain provisions specific to Small Vulnerable Economies (SVEs) such as the OECS.

### MAIN ACTIVITIES

The joint technical mission has facilitated OECS engagement in the multilateral trade negotiations, where it has played a significant role in shaping the modalities for special and differential treatment for developing countries and advancing the group's positions through the ACP, the SVEs group and the G33 coalition.

An array of activities, with functional cooperation at the core, has been put in place through which technical and developmental support is being transferred to the region.

## FUTURE REPLICABILITY

### Lessons learned

- There is strength in unity – a truism that has been demonstrated amply over the life of the Treaty of 1981. It is this fact that has given real impetus to the movement towards the formation of an Economic Union by the OECS, to deepen even further the integration among and between the member states.

- The OECS model champions and articulates its own strategic interests and is alert to changes in the global geopolitical environment that present either threats or opportunities to the goal of continued socio-economic development.

### **Key to success in terms of replicability in other countries**

- Establish joint institutional architecture at the smaller regional level, in response to individual human and financial constraints.
- Recalibrate OECS' sense of place and purpose, through a careful review of both its strategic interests and its internal arrangements so as to benefit from the opportunities presented by the new economic order and to safeguard its interests.
- Put in place the legislative framework for the seamless harmonization of policies in strategic areas.

## **CONTACTS**

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### **Focal point in lead country/organization**

Len Ishmael

OECS Director General

1-758-455-6327 / 1-758-455-6300

lishmael@oeecs.org

## The Eastern Caribbean Telecommunications Authority (ECTEL)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The Eastern Caribbean Telecommunications Authority (ECTEL) is the only multi-state telecommunications regulator in the world. It is fully funded by fees and tariffs applied to the licensed service providers, and stands as a symbol of functional cooperation within the OECS region. Among the primary goals are the promotion of open entry, market liberalization and competition in the telecommunications sector in the Member countries.

#### **Thematic areas/issues addressed**

- Information and communication technologies

#### **Participating countries/organizations**

- Commonwealth of Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines

**Time frame** On-going since 4 May 2000

### BACKGROUND

ECTEL is the regulatory body for telecommunications in its Member States. ECTEL is made up of three components: A Council of Ministers, which sets general telecommunications and information and communications technology (ICT) policy; a regional directorate based in Saint Lucia, which provides technical advice and makes recommendations on licensing, interconnection and telecommunications resource use; and the National Telecommunications Regulatory Commissions (NTRC), one in each Member State, which receive policy guidance and technical advice from the regional directorate. ECTEL manages the common telecommunications resources such as radio spectrum, numbering and a universal service fund on behalf of the Member States.

### RESULTS ACHIEVED

ECTEL has demonstrated in many ways the political and economic gains of regional integration. Also, consumers have benefited significantly from the work of ECTEL in the maintenance of the liberalized environment. In the first decade,

- ECTEL completed fifteen harmonised regulations on a wide range of matters, including interconnection, spectrum management, quality of service, numbering, fees and exemptions, licensing, and universal service.
- There has been a four-fold growth in the revenues from the sector to the financial and telecommunications regulatory institutions in the countries.
- Revenues generated by the sector as a whole, grew from EC\$611 million in 2004 to EC\$790 million in 2007.
- Outgoing traffic from mobile phones in the five countries have grew from 115 million minutes in 2004 to 621 million minutes in 2008.
- The per-minute price of a call, for example, from one of the member countries to the United States dropped from an average of EC\$4.60 to EC\$0.60 per minute, depending on the calling plans.
- The number of mobile telephone subscribers per 100 persons has grown from 2 per cent in 2000 to over 100 per cent in 2010.
- Internet usage is also on the rise. To date, over 80 per cent of small and medium sized enterprises in the ECTEL countries use the internet and have established electronic local area networks.
- Increased employment with the entry of new providers.

### MAIN ACTIVITIES

- Deregulate the telecoms sector and develop a suitable regulatory environment to ensure new operators are licensed, barriers to market entry are removed and the interconnection between the incumbent and new service providers can be effected.
- Ensure a suitable legislative framework and consistency in the application of laws.
- Ensure workable arrangements for universal access to basic services, particularly to low income segments of the population, and thereby ensure that consumers access the services at affordable prices.
- Administer a two-tiered arrangement, at the national and regional level.
- Attract significant investment from new entrants and also from existing service providers in preparing for competition.
- Ensure that new innovative services are provided to consumers.

## FUTURE REPLICABILITY

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### Lessons learned

The economic environment must be conducive to the expansion of the ICT sector and the introduction of new services through technological innovation.

### Keys to success in terms of replicability in other countries

- Ensure the cooperation among countries and sectors, on both institutional innovations and human resources utilization, and ensure the effective and efficient utilization of the communication resources.
- Re-examine the organization's role within the framework of the new arrangement.
- Build public awareness of the institution and its work in the member states.
- Protect children and systems from cyber criminals.

## CONTACTS

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### **Focal point in lead country/organization**

Len Ishmael

OECS Director General

1-758-455-6327 / 1-758-455-6300

[lishmael@oecs.org](mailto:lishmael@oecs.org)

## The Pharmaceutical Procurement Service (PPS)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The OECS Pharmaceutical Procurement Service (PPS) has played a significant role in reducing the cost of popular pharmaceutical and medical products across the OECS region, through the model of pooling demand to facilitate procurement in bulk for onward distribution. For over two decades, it has provided the Member Countries with a reliable supply of safe and effective pharmaceuticals, from approved, pre-qualified reputable manufacturers, through an international competitive tender system.

#### **Thematic areas/issues addressed**

- Pharmaceuticals and medical supplies

#### **Participating countries/organizations**

- British Virgin Islands, Anguilla, Montserrat, St. Kitts and Nevis, Antigua and Barbuda, Dominica, Saint Lucia, St. Vincent and the Grenadines and Grenada

**Time frame** On-going since 1986

### BACKGROUND

The core function of the OECS/PPS is the pooled procurement of pharmaceuticals and medical supplies for nine Ministries of Health (MOHs) of the OECS countries. Through this service, the OECS has been able to combine the limited purchasing capacities of the individual Member Countries into one larger, consolidated pool, which has resulted in an estimated 35 per cent reduction on the unit cost of the medical products.

Most of the drugs used by public sector entities, including those required in the fight against HIV-AIDS, are procured through this mechanism. The OECS is routinely being asked by other countries in Asia and Africa, as well as those in CARICOM, for assistance in setting up this approach to joint procurement.<sup>1</sup>

### RESULTS ACHIEVED

- The value of procured goods has almost tripled in the last decade from \$8 million to \$21 million.
- During the 2001/02 tender cycle, the annual survey on a market basket of 20 popular drugs showed that the regional prices were 44 per cent lower than individual country prices. The continuous annual cost-savings have reinforced OECS/PPS as an excellent cost-benefit model of economic and functional cooperation among OECS member countries.
- The regional procurement of a harmonized portfolio of 700 medical products has produced collective annual cost-savings to the OECS Member States of approximately \$3 million USD.

### MAIN ACTIVITIES

- OECS/PPS has been able to solicit tenders from large, renowned suppliers who ordinarily would have considered the individual Member Country markets too small to warrant any interest.
- The steady annual increase in pharmaceutical purchases has demonstrated the steadfast confidence and commitment of OECS Governments in this regional program.
- Following a WHO-sponsored workshop in the Fiji Islands in April 2001, seven islands in the Pacific have developed a three-year action plan to pursue the pooled procurement of pharmaceuticals along the OECS/PPS model.

<sup>1</sup> The services of the PPS are being deployed in support of the regional effort at procuring pharmaceuticals for Haiti in the aftermath of the major catastrophe on 12th January, 2010.

## FUTURE REPLICABILITY

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### Lessons learned

The experience of the OECS/PPS, after years of successful centralized tendering for pharmaceuticals and related medical supplies, has demonstrated that improved procurement can reduce costs and enhance the efficiency of health service delivery.

### Keys to success in terms of replicability in other countries

Political will and financial commitment were essential ingredients for PPS's success.

## CONTACTS

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### Focal point in lead country/organization

Len Ishmael

OECS Director General

1-758-455-6327 / 1-758-455-6300

lishmael@oecs.org

## CARICOM Commission on Youth Development (CCYD)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The CARICOM Single Market and Economy (CSME), as a social institution, is heavily dependent on the knowledge, skills, competencies, values and attitudes of young people for successful outcomes. However, young people are an under-utilized resource for the development of Caribbean communities.

A situational analysis of the youth in the Caribbean has been carried out, with a view to providing supplementary inputs for a comprehensive situational analysis of Caribbean youth to contribute to the implementation of the CCYD Communication Strategy which will, in turn, engage in capacity building activities for the youth.

#### **Thematic area/issue addressed**

- Democratic governance
- Youth

#### **Participating countries/organizations**

- The CARICOM Youth Ambassador Programme (CYAP)
- Youth networks
- CARICOM Member States
- United Nations Development Programme (UNDP)
- United Nations Children's Fund (UNICEF)

- United Nations Development Fund For Women (UNIFEM)
- United Nations Population Fund (UNFPA)
- The Commonwealth Youth Programme (CYP)

### **Time frame**

The Commission was launched in March 2007 – the report was presented to the Heads of State in the Youth Summit in January 2010

## **Case Study**

### **BACKGROUND**

The establishment of a CCYD was mandated to undertake an analysis of the challenges and opportunities for youth in the CSME, and to make recommendations to improve their well-being and empowerment. This was deemed necessary in light of rising desires to migrate; growing incidence of HIV & AIDS; increasing rates of attrition in education; growing levels of unemployment, crime and violence; and decreasing recognition of sporting and cultural achievements.

### **RESULTS ACHIEVED**

- A full scale analysis of the challenges and opportunities for youth in CARICOM including the CSME was completed. As result of the analysis recommendations on improving youth well being were identified.
- Proposal to the Head of States to empower and ensure greater engagement and fulfilment of youth.
- Declaration of Paramaribo on the future of youth in The Caribbean Community by the CARICOM Heads of Government.

### **MAIN ACTIVITIES**

The outputs and tools that were developed during the project included:

- Report of the CCYD "Eye on the Future, Investing in Youth now for Tomorrow's Community"
- "No investment in youth, no Caribbean Single Market Economy (CSME): report of the CARICOM commission on youth development"

- “Cost and Benefits from Investing in Youth in the CARICOM Member States – a Quantitative Assessment of the Youth Development Strategy”
- Hosting of a CARICOM Heads of Government Summit on Youth

## FUTURE REPLICABILITY

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### Lessons learned

#### Strengths

- Youth involvement in the Commission’s work
- Diverse team of Commissioners – balance of youth and adult technocrats promoting youth to adult partnerships
- Committed Secretariat team
- Support from members states in executing research

#### Weaknesses

- Limited resources to execute research - unable to conduct detailed analysis in key areas, e.g. crime

### Keys to success in terms of replicability in other countries

- Availability of resources to complete project activities
- Support from donor partners and other stakeholders
- Commitment of youth, Ministries with responsibility for Youth, NGO and Commissioners
- Participation of stakeholders in the consultative process
- Role of Secretariat in coordinating project activities and maintaining communication with stakeholders

### Recommended follow-up

The commission identifies a set of recommendation on the way forward and framed them in the form of specific goals as follows:

## CARICOM Youth Development Goals

### CHANGING THE MIND SET

**Goal 1:** Allocating more resources to targeted programmes to strengthen the protective factors – the family, the community, the school and faith based organizations.

**Goal 2:** Increased participation of youth in the central affairs of the country and the Region.

### CSME

**Goal 3:** Increased proportion of youth accessing entrepreneurial, employment and educational opportunities in the CSME.

### YOUTH GOVERNANCE

**Goal 4:** Increased youth participation and partnership through strengthened youth governance structures.

### HRD

**Goal 5:** An integrated policy for youth development.

**Goal 6:** 30 per cent of qualified secondary school graduates accessing tertiary education.

**Goal 7:** An environmentally-aware citizenry developed.

### SPORTS AND CULTURE

**Goal 8:** Sports for All Youth

**Goal 9:** The Region's advantage in sports and culture optimised..

## CONTACTS

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### **Focal points in lead country/organization**

**Heather Johnson**

hjohnson@caricom.org

CARICOM Secretariat

**Cheryle Dubay-Tewarie**

Cheryle.TEWARIE@undp.org

Regional Programme Analyst

Regional Centre Port of Spain Office

UNDP

## Regional Workshop on Informal Sector Surveys for the Caribbean Subregion

### KEY DESCRIPTION

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#### **Brief description of the initiative including main objectives**

This workshop was one of the culminating activities of the inter-regional project on the *Measurement of the Informal Sector and Informal Employment*. The project involved three United Nations commissions, namely, ESCAP, ESCWA and ECLAC. It was supported by the Development Account of the United Nations and the ECLAC component was conducted in the Caribbean subregion beginning in 2007. The project country in this subregion was Saint Lucia and this culminating workshop was aimed primarily at disseminating the results of the 1-2 survey of the informal sector which was carried out in Saint Lucia over the period April 2008 to January 2009. In addition, it had the following objectives:

- To exchange and learn from good practices in the conduct of informal sector surveys in the subregion using the 1-2 methodology;
- To learn how to analyze the data resulting from this type of survey, in order to assess informal employment;
- To demonstrate the use of the survey data to measure the 'value added' of the informal sector of Saint Lucia;
- To identify a way forward for the use of the 1-2 methodology in the Caribbean subregion, to collect data for assessing the informal sector's contribution to the GDP.

## Thematic areas/issues addressed

- Statistics
- Employment
- Labour Force
- Informal Sector
- The Gross Domestic Product (GDP)

## Participating countries/organizations



Participants at this workshop were Directors of statistics and other senior statisticians from countries in the subregion with ongoing labour force surveys. These included: the Bahamas, Belize, Dominica, Grenada, the Netherlands Antilles, Saint Lucia, Suriname and Trinidad and Tobago. Also in attendance were experts from regional organizations/agencies including the Organization of East Caribbean States (OECS), ECLAC (Santiago) and the ILO.

**Time frame** 2 days (12 – 13 October 2009)

## Case Study

### BACKGROUND

The Informal Sector continues to play a leading role in the economies of the Caribbean subregion. Yet, standardized and accurate instruments to measure the impact of this phenomenon have not been developed. This new methodology presents some hope to be able to achieve this objective and to therefore have a standardized package to assess this very important sector of the economies of countries in this subregion. The development of this methodology will also contribute to the search for an objective and accurate mechanism to address the gap that currently exist in the SNA 2008 to measure the Informal Sector's contribution to the GDP. The Regional Workshop was the final activity under the project *Measurement of the Informal Sector and Informal Employment* being conducted in the subregion.

### RESULTS ACHIEVED

The 1-2 Survey of the Informal Sector was carried out in Saint Lucia over the period April 2008 – January 2009. This forum provided the mechanism through which the results of

this survey were disseminated. Several presentations were made at this forum ranging from background information about the entire project, information related to the wider Informal Sector and Informal Employment, as well as the key actual results of the survey that took place in Saint Lucia. Among these results, the Saint Lucian authorities informed the forum of the size of the Informal Sector of Saint Lucia and the percentage contribution to the overall GDP of Saint Lucia for which the informal sector accounted. Member states present were also introduced to the 1-2 methodology that was used for conducting the survey. The fifteen participants also got some first-hand information from the Director of Statistics in Saint Lucia on his office experiences with the implementation of the survey as well as challenges encountered in the process.

### MAIN ACTIVITIES

- Presentations by experts from the ILO and ECLAC on elements of the Informal Sector Survey;
- Country presentations on methods used to adjust National Accounts Statistics for the contribution of the informal sector to GDP;
- Presentations from representatives of the Central Statistical Office of Saint Lucia on the survey findings and lessons learned.

## FUTURE REPLICABILITY

### Lessons learned

- Since this methodology used is very new to the subregion as it is to several other parts of the globe, there was some obvious suspicion with respect to its use and application in the Caribbean context. Despite this however, the challenges of acceptance of the new method were overcome and the results are historical. Saint Lucia has committed to a repeat of this survey, at appropriate intervals, using the new methodology in order to update estimates of the Informal Sector's contribution to the GDP;
- The challenges related to the need for more intensive training and supervision of the survey field operations are fully recognized and much caution will have to be taken in ensuring that ample training is provided to all field staff, including the supervisors, and much more intensive and close supervision is done of the entire field operations. It is recognized that these measures are much more crucial than in the ordinary surveys especially since the questionnaire is very lengthy and requires considerable probing on the part of the interviewer, who also needs to be thoroughly familiar with all questions as well as the methodology.

## Keys to success in terms of replicability in other countries

At least 2 countries have already expressed strong interest in utilizing this methodology to assess their Informal Sectors. Convincing other Member States to adopt this methodology was initiated at this workshop. However, this very important task requires much more in terms of advocacy and the dissemination of technical information relating to the approach and to the potentially rich results. It is recognized that these factors must be promoted for the countries of the subregion to be fully comfortable with utilizing this methodology. Only through an intensive and focused approach will other Member States be most willing to adopt and use this methodology comfortably.

## Recommended follow-up

- ECLAC will move expeditiously to secure funding that would facilitate the hiring of a consultant to prepare a handbook on 1-2 surveys of the informal sector. This document will serve as a one-stop for information on the surveys in the subregion and will comprise an analytic and descriptive report of the processes and procedures for conducting 1-2 surveys. It will also incorporate Saint Lucia's experience with the pilot survey;
- The countries represented at the workshop endorsed the survey methodology for conducting 1-2 surveys of the informal sector and proposed the formalization of the survey methodology;
- Work continues at the international level, supported by the United Nations, to refine the methodology. Specifically, work is continuing on reducing the length of the questionnaire and reducing the need for too many probes;
- The adoption and use of the International Household Surveys Network (IHSN) toolkit for metadata documentation will be promoted since it will assist with the production of documents that are compliant with the International Organization for Standardization (ISO);
- At the workshop and thereafter, the countries expressed the need to move forward with the production of a shorter questionnaire that would facilitate the conduct of more regular surveys. In that regard, the meeting endorsed the proposal made by ILO for the convening of a meeting with the harmonization group and other key partners, such as the Organisation of Eastern Caribbean States (OECS), ECLAC and CARICOM, that would look into the refinement and revision of the questionnaire as well as the sampling for the survey. This is in line with (c) above;
- The promotion of an approach for strategy and advocacy for data sharing of labour force statistics that target policymakers was reiterated. To that end, the meeting accepted the proposal made by the representative of ECLAC, for the convening of a workshop or short course that would focus on the measurement, analysis and design of policies similar to what was done by PREALC for countries in Latin America.

## CONTACTS

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### **Focal point in lead country/organization**

Sylvan Roberts

Statistician, ECLAC

[sylvan.roberts@eclac.org](mailto:sylvan.roberts@eclac.org)

### **Focal point in other participating countries**

Mr. Edwin St. Catherine

Director of Statistics of Saint Lucia

[Edwin.st.catherine@gmail.com](mailto:Edwin.st.catherine@gmail.com)

### **Supporting UN agency focal point**

Director of Statistics, UNESCAP



## National Training Workshop in REDATAM for Trinidad and Tobago

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

This workshop formed part of an ongoing initiative being undertaken by the Statistics and Social Development Unit (SSDU) of the subregional headquarters for the Caribbean of ECLAC, in order to improve national statistical capacity in the use of the Retrieval of Data for small Areas by Microcomputer (REDATAM) software. Through this workshop, database experts from the various ministries and the Central Statistical Office (CSO) of Trinidad and Tobago were introduced to two of the modules of the REDATAM software (Create and Process), which could be used for database creation and analysis of data.

#### **Thematic areas/issues addressed**

- Statistics
- Data processing and analysis of census and household surveys
- Database creation and use

#### **Participating countries/organizations**

- Twenty six representatives from various line ministries and the CSO in Trinidad and Tobago attended the workshop. In addition, representatives from the national statistical offices in Aruba, Dominica and Jamaica were in attendance.

**Time frame** 5 days (7 – 11 December 2009)

### BACKGROUND



The workshop was the second in a series of workshops aimed at promoting human-resource and capacity-building at the national and regional levels in the use of the REDATAM software. It also served as a qualifier for a follow-up workshop on the use of the web-publishing application of the software to be held in 2010.

### RESULTS ACHIEVED

Twenty six persons gained an understanding of the unique features of the REDATAM software for creating databases and running analyses on datasets. This process has enhanced the capacity and commitment of Member States of the subregion to utilize this software, that was developed by CELADE of ECLAC in Santiago, Chile, to process and analyze the 2010 round of Population and Housing Censuses (PHC) being currently conducted in the Caribbean subregion.

### MAIN ACTIVITIES

Demonstrations by facilitator, hands-on activities and exercises

## FUTURE REPLICABILITY

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### Lessons learned

Some participants noted that too much content was covered in the space of the 5-days and as such, suggestions were made to lengthen the duration of these National workshops. The SSDU of the subregional office for the Caribbean of ECLAC continues to seek support to develop capacities of personnel from other Caribbean states in the use of this software in their very important work ahead in order to deliver timely and accurate results of their PHCs.

### Keys to success in terms of replicability in other countries

- Very high interest has been expressed by several countries of the subregion to build their

capacity in the use of this software. This expression of interest has been emphasized at the highest technical level;

- The greatest challenge posed is the availability of financial resources to adequately fund the participation of appropriate personnel. Once this is procured, capacity building can be rapidly enhanced since the capacity at the subregional office has also been improved and this continues with the expansion of training to other staff members of this office.

### **Recommended follow-up**

On the basis of the lessons learned (above), a review of the course in terms of content and structure will be done before the next training. Additionally, more emphasis will be made on conducting national workshops where more personnel can be trained.

## **CONTACTS**

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### **Focal points in lead country/organization**

Population Affairs Officer  
ECLAC's subregional headquarters for the Caribbean

**Sinovia Moonie**  
Statistical Assistant, ECLAC  
sinovia.moonie@eclac.org

**Sylvan Roberts**  
Coordinator of the SSDU at ECLAC's subregional headquarters for the Caribbean  
sylvan.roberts@eclac.org

### **Supporting UN agency focal point**

**Dirk Jaspers**  
Director of CELADE of ECLAC, Santiago  
dirk.jaspers@cepal.org  
Alejandra.silva@cepal.org

Pacific



## Pacific Regional Audit Initiative (PRAI)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

PRAI's overarching objective is to raise Pacific public auditing to uniformly high standards, which in turn is expected to improve transparency and accountability in managing and using public resources.

**Regional cooperation and coordination** – activities include the establishment of a regional secretariat for the Pacific Association of Supreme Audit Institutions (PASAI); the creation of a Charter and a governing board; the coordination of the PASAI annual congresses; and governing board meetings.

**Capacity Building** – activities include the development of 5 audit manuals and guidelines, and training, as well as, training materials for 4 major courses.

**Cooperative audits** – activities included the conduct of cooperative performance and financial audits, and assisting in the conduct of financial audits in Kiribati, Nauru and Tuvalu.

**Communication and Advocate Transparency and Accountability** – activities include educating stakeholders on the value of public auditing; advocating transparency and accountability; and providing editorial and communication advice.

## Thematic areas/issues addressed

PRAI has four thematic areas:

- Regional cooperation and coordination
- Capacity Building
- Cooperative audits
- Communication and Advocate Transparency and Accountability

## Participating countries/organizations

26 Supreme Audit Institutions, including from the following countries Pacific SIDS:

- |  |                     |
|--|---------------------|
| 1. Cook Islands                            | 7. Palau            |
| 2. Federated States of<br>Micronesia (FSM) | 8. Papua New Guinea |
| 3. Fiji Islands                            | 9. Samoa            |
| 4. Kiribati                                | 10. Solomon Islands |
| 5. Marshall Islands                        | 11. Tonga           |
| 6. Nauru                                   | 12. Tuvalu          |
|  | 13. Vanuatu         |

**Time frame** 2008 – 2012

## Case Study

### BACKGROUND

#### Cooperative performance audit on management of solid waste



| International journal of government auditing

PASAI conducted its first cooperative performance audit on management of solid waste between October 2009 and April 2010. The audit was funded jointly by the INTOSAI Development Initiative (IDI) and the Asian Development Bank. Ten Supreme Audit Institutions (SAIs) from the Pacific region participated, of which 5 had not previously conducted performance audits.

### RESULTS ACHIEVED

- Ten audit reports have been produced and, to date, 2 have been made public and attracted wide media coverage. Other audit reports are awaiting clearance by the respective legislatures (which require the reports to be tabled in Parliaments/Congresses) before they can be made public.
- A draft regional audit report has been produced and will be made public once all 10 Supreme Audit Initiatives reports have been tabled in their legislatures and made public.

### MAIN ACTIVITIES

- A planning meeting for the audit was held in Nadi, Fiji in October 2009 to develop plans for the audits.
- Participants returned to their SAIs and conducted field audit work on the management of solid waste in their countries. A consultant supervised the audits by visiting the 10 countries and provided necessary guidance to the participants.
- A reporting meeting was convened in April 2010 to work on the draft audit reports that had been submitted by the 10 SAIs.
- Participants were allocated time to discuss the reports with auditees and stakeholders before the reports were signed off by the heads of SAIs (or Auditors General) and presented to the legislatures.

## FUTURE REPLICABILITY

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### Lessons learned

- Cooperative performance audit is cost effective and could achieve significant results for participants and their jurisdictions, especially for small island nations in the Pacific. Participants were not only trained on-the-job, but peer-reviewed others in the planning and the reporting sessions of the audits.
- The participants strictly observed the set timelines for the completion of the audits as there was specific attention by the regional secretariat and the governing body.

### Keys to success in terms of replicability in other countries

- The key to success of the program is working cooperatively and collaboratively on the audits.

- Peer review is an important part of the program because it enables support to participants who may lack the expertise and skills to complete the work effectively.

### **Recommended follow-up**

The PASAI secretariat will keep track of the outstanding reports to be tabled in the legislatures, as well as the tabling of the regional report.

## **CONTACTS**

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### **Focal point in lead country/organization**

PASAI Secretariat

1st Floor, 46 Parnell Road

Auckland 1052, NZ

Tel +64 9 304 1275, Fax +64 9 307 9324

## The Western and Central Pacific Fisheries Commission (WCPFC)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The Western and Central Pacific Fisheries (WCPF) Convention is an international fisheries agreement that seeks to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks i.e. tunas, billfish, marlin, in the western and central Pacific Ocean. Conservation and management measures that are developed under the terms of the Convention apply to these stocks throughout their range, or to specific areas within the Convention Area. The WCPF Convention in particular sets binding rules for the high seas, which each country has responsibility to enforce.

The WCPF Convention High Seas Boarding & Inspection (HSBI) scheme became operational from July 2008 and requires members to notify the Commission of their authorised inspection vessels and inspectors that may board and inspect on the high seas in the Convention Area.

#### **Thematic areas/issues addressed**

- Illegal Fishing
- Sustainable management of living marine resources

#### **Participating countries/organizations**

SIDS that are members:

1. Cook Islands
2. Federated States of Micronesia
3. Fiji
4. Kiribati
5. Republic of Marshall Islands
6. Nauru
7. Niue
8. Palau
9. Papua New Guinea
10. Samoa
11. Solomon Islands
12. Tonga
13. Tuvalu
14. Vanuatu

**Time frame** Established in 2004

## Case Study

### BACKGROUND

With 20 million square kilometres of ocean, and a population of just nine million people, some living in the world's least developed countries, the Pacific Islands have a considerable challenge to control their valuable fishing grounds.

Worth around 3 billion USD a year, Pacific Island tuna is becoming of great interest to the global fishing industry. As other stocks decline, the abundant skipjack and albacore tuna in the Pacific continues to thrive. Pressure from all sides – Asia, Europe and the Americas – to come and fish in Pacific Island waters is increasing.

The WCPFC is the first and, so far, the only tuna Regional Fisheries Management Organization to have such (High Seas Boarding & Inspection Scheme) in place. The Pacific Islands Forum Fisheries Agency (FFA) Members supports the adoption of an effective high seas boarding and inspection scheme as this provides another critical monitoring, control and surveillance tool.

### RESULTS ACHIEVED

- As a result of the 2009 Operation Kurukuru, Kiribati successfully boarded and prosecuted a bunker vessel and found them fishing illegally, later issuing a fine of close to 5 million Australian dollars.
- In 2008, Tonga found a Taiwanese vessel fishing illegally in its waters and threatened the vessel with the WCPFC blacklist, which resulted in the vessel paying a fine of 500,000 pa'anga.

### MAIN ACTIVITIES

- At training sessions, the fisheries officers are taught subjects including: International law; National laws; Regional and Sub-regional Fisheries Agreements; Fishing Vessel Boarding & Evidence Collections; and Court Procedures. A total of 450 participants from 15 FFA member countries have participated since 2005. Funding for the workshops is provided by FFA and the UN Global Environment Facility (GEF) under the Pacific Islands Oceanic Fisheries Management.
- Held annually, Operation Kurukuru involves 10 Pacific Island countries plus surveillance assets of Australia, France, US and New Zealand to patrol 10 million square kilometres of sea, resulting in a number of boardings, fines and prosecutions.



| Staff Olympics

## FUTURE REPLICABILITY

### Keys to success in terms of replicability in other countries

The success of the program is largely built on the effort of the people from the police and navy in detecting illegal, unregulated and unreported activities. Responsive action is taken when illegal activities are caught, and cases are forwarded to the court. This approach can be replicated elsewhere by building local capacities.

## CONTACTS

### Focal point in lead country/organization

Anouk Ride  
Media and Publications  
Pacific Islands Forum Fisheries Agency



## Pacific Central Bank Financial Inclusion Working Group

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

In December 2009, The South Pacific Central Bank Governors Meeting endorsed the creation of a central bank working group focused on increasing financial inclusion in the Pacific. With the Alliance for Financial Inclusion as the facilitator and Pacific Financial Inclusion Programme (PFIP) as the secretariat, the group considered evidence from other countries and put forward a one-year joint work plan to develop and implement policies that have been proven to increase financial inclusion.

#### **Thematic area/issue addressed**

- Financial Inclusion

#### **Participating countries/organizations**

- Fiji, Papua New Guinea, Samoa, Tonga, and Vanuatu

**Time frame** Working group established in December 2009

### BACKGROUND

The Pacific Financial Inclusion Programme (PFIP) was developed to bring new energy and ideas on financial inclusion and financial literacy to the Pacific. Its strategy is to seek out and introduce new ways of serving hard-to-reach populations, and to foster greater commitment and cooperation among regional stakeholders to building inclusive financial systems throughout the Pacific.



Representatives of the Pacific Central Banks Working Group meeting

### RESULTS ACHIEVED

Within one year from the establishment of the financial inclusion working group, the following results have been achieved:



Mr Filimone Waqabaca, Peter Tari, Lana, learn about mobile money transfer systems in the Philippines from a SMART Technician

- Through effective advocacy the Forum Economic Ministers and the Central Banks have adopted the 2020 Money Pacific Goals, to achieve greater financial inclusion and financial competency in all Pacific Island Countries (achieved)
- Mobile Banking Guidelines for Pacific Central Banks to engage with mobile network operators (release Sept 2010)
- More supportive enabling environment for mobile network operators to establish services that will benefit low income and rural communities (ongoing)

### MAIN ACTIVITIES

A study tour to Thailand, Indonesia and the Philippines was carried out in July 2010 to exchange ideas on the best policies related to branchless banking, mobile money, and non-bank deposit mobilization.

## FUTURE REPLICABILITY

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### Lessons learned

Regional policy support is critical in driving national actions. This was facilitated through:

- The endorsement from Ministers of Finance and Central Bank Governors to the formation of the working group.
- The identification of clear objectives based on consultation.
- The drawing of central bank working group members together in a structured environment conducive to distilling clear objectives and facilitating the development of a work plan.
- The identification of adequate resources to support the working group objectives, in order to ensure that the momentum of the group is sustained and that results could be achieved.

### Key to success in terms of replicability in other countries

Taking this regional approach to engaging Central Banks in addressing common regulatory matters is being considered by other AFI members to adapt to other regions such as Africa.

## CONTACTS

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### Focal point in lead country/organization

Jeff Liew

Pacific Financial Inclusion Programme  
(operating from UNDP Pacific Centre)

### Focal point in other participating countries

Alyson Slater

Alliance of Financial Inclusion  
Bangkok, Thailand

### Supporting UN agency focal point

PFIP is funded by the United Nations Capital Development Fund (UNCDF), European Union, AusAID and the United Nations Development Programme (UNDP) and operates from the UNDP Pacific Centre. For further information visit: [www.pfip.org](http://www.pfip.org).



AIMS



## Singapore Cooperation Programme (SCP) – Small Island Developing States Technical Assistance Programme (SIDSTEC)

### KEY INFORMATION

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#### **Brief description of the initiative including main objectives**

The Singapore Cooperation Programme (SCP) is Singapore's umbrella technical assistance programme to developing countries. In 1999, the Small Island Developing States Technical Cooperation Programme (SIDSTEC) was set up under the SCP as part of Singapore's efforts toward assisting Small Island Developing States (SIDS) to achieve sustainable development. Through close collaborations with development partners and recipient countries, it aims to foster mutual learning, cooperation and friendship amongst countries to promote sustainable development and the achievement of the Millennium Development Goals.

#### **Thematic areas/issues addressed**

- Civil Aviation; Economic Development, Trade and Tourism Promotion; Education; Environment and Urban Development; Healthcare, Disaster Response and Emergency Preparedness; Information and Communication Technology; Land Transport and Port Management; Public Administration, Governance and Law

## Participating countries/organizations

- |                        |                                  |                                  |
|------------------------|----------------------------------|----------------------------------|
| 1. Antigua & Barbuda   | 14. Haiti                        | 26. St. Lucia                    |
| 2. Bahamas             | 15. Jamaica                      | 27. St. Vincent & the Grenadines |
| 3. Barbados            | 16. Kiribati                     | 28. Samoa                        |
| 4. Belize              | 17. Maldives                     | 29. Sao Tome & Principe          |
| 5. Cape Verde          | 18. Marshall Islands             | 30. Seychelles                   |
| 6. Comoros             | 19. Mauritius                    | 31. Solomon Islands              |
| 7. Cook Islands        | 20. Federal States of Micronesia | 32. Suriname                     |
| 8. Cuba                | 21. Nauru                        | 33. Timor-Leste                  |
| 9. Dominica            | 22. Niue                         | 34. Tonga                        |
| 10. Dominican Republic | 23. Palau                        | 35. Trinidad & Tobago            |
| 11. Fiji               | 24. Papua New Guinea             | 36. Tuvalu                       |
| 12. Grenada            | 25. St. Kitts & Nevis            | 37. Vanuatu                      |

**Time frame** Ongoing since 1999

### Case Study

#### BACKGROUND

Singapore launched the Small Island Developing States Technical Cooperation (SIDSTEC) Programme at the United Nations General Assembly 22<sup>nd</sup> Special Session in 1999. This five-year programme was part of Singapore's contribution to sustainable development of Small Island Developing States (SIDS). SIDSTEC initially covered topics such as urban development and environmental management, which were closely aligned to the 1994 Barbados Programme of Action.

In 2005, Singapore announced the indefinite extension of SIDSTEC at the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of SIDS. SIDSTEC also expanded to cover a broader area of current developmental issues such as public administration, governance and law, and civil aviation.

#### RESULTS ACHIEVED

To date (July 2010), the SIDSTEC programme has trained over 6,000 officials from 37 SIDS.

### MAIN ACTIVITIES

Over 50 training courses, conference, seminars and workshops are organised in Singapore annually where training and living costs (training fees, accommodation, per diem) are covered under the SCP. Besides classroom lectures, participants also make country presentations to share experiences and exchange views. Participants are also brought to site visits to observe first hand the best practices of various facilities and organisations in Singapore. In some cases, Singapore trainers have flown to recipient countries and foreign experts from our partner countries have flown to Singapore to offer value-added expertise in their specialised areas.

## FUTURE REPLICABILITY

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### Lessons learned

In recognizing effective technical cooperation, it is important to consider the changing needs of recipient countries as well as to react quickly to the ever-changing regional and global landscape, especially on issues that are transboundary in nature, e.g. environmental sustainability, emerging diseases and pandemics, and natural disasters. Regular reviews are conducted to ensure that training courses remain topical and relevant.

It became apparent that given limited resources more output can be achieved with greater impact and having limited resources by creating synergistic partnerships with both recipient (South-South Cooperation) as well as developed countries and International Organisations (Triangular Cooperation).

The SCP has forged strong development partnerships with more than 30 like-minded countries and international organisations. Collectively with its partners, it is able to do more and offer greater breadth of coverage and depth in expertise in its joint programmes, to better meet the needs of the developing countries.

### Keys to success in terms of replicability in other countries

The key success of the SCP and SIDSTEC lies in its commitment to human resource capacity building through continuous consultations with key stakeholders. This involves getting structured feedback from participants and training agencies through various evaluation channels before, during and after each training course.

In addition, collective sharing of best practices, knowledge and experiences is also crucial to the success of this project. The programme goes beyond classroom lectures, as it includes case studies and visits to relevant institutions in order to educate participants with relevant on-the-job experience. As every country is different, because of social, economic and geopolitical factors, the program encourages participants not to adopt recommendations wholesale, but to shape ideas and lessons learned to suit their countries' specific needs. The value proposition is that such adaptation will help speed up progress and development.

## CONTACTS

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### **Focal point in lead country/organization**

Technical Cooperation Directorate  
Ministry of Foreign Affairs, Singapore  
Tanglin  
Singapore 248163  
Email: [mfa\\_scp@mfa.gov.sg](mailto:mfa_scp@mfa.gov.sg)

### **Focal point in other participating countries**

Foreign Ministries of participating countries

