



GOVERNMENT OF SAINT LUCIA



STRATEGIC PLAN OF ACTION



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**Ministry of Social Transformation, Local Government and
Community Empowerment**



SAINT LUCIA

Social Protection Policy

A National Roadmap to Transformative Social Protection

Strategic Plan of Action

Phase 1: 2014 to 2019

August 2014

ABBREVIATIONS AND ACRONYMS

ALMPs	Active Labour Market Programmes
CBPs	Capacity Building Plans
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPA	Country Poverty Assessment
CRC	Convention of the Rights of the Child
CSO	Central Statistics Office
CSOs	Civil Society Organizations
CTM	Common Targeting Mechanism
ECE	Early Childhood Education
ECD	Early Childhood Development
GNI	Gross National Income
HDI	Human Development Index
HOPE	Holistic Opportunities for Personal Empowerment
HUEMs	Home-based Unincorporated Enterprises that produce for the Market
ILO	International Labour Organization
JOBS	Job Search Assistance
KSL	Koudmen Saint Lisi
LMIS	Labour Market Information System
LIPW	Labour Intensive Public Works
M&E	Monitoring and Evaluation
MIS	Management Information System
MOE	Ministry of Education, Human Resource Development and Labour
MOH	Ministry of Health
MOL	Ministry of Labour Relations, Public Services and Co-operatives
MOST	Ministry of Social Transformation Local Government and Community Empowerment
MOU	Memorandum of Understanding
NELP	National Enrichment Learning Programme
NEMO	National Emergency Management Organization
NICE	National Initiative to Create Employment
NSDC	National Apprenticeship and Placement Programme
NPRS	National Poverty Reduction Strategy
OM	Operational Manual
PAP	Public Assistance Program
PD	Programme Document
PRF	Poverty Reduction Fund
SFP	School Feeding Programme
SL-NET	Saint Lucia National Eligibility Test
SMILES	Single Mothers in Life Enhancement Skills
SR	Single Registry
SSNA	Social Safety Net Assessment
SSNR	Social Safety Net Reform
STEP	Short Term Employment Program
TWGs	Technical Working Groups

UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDP	United Nations Development Fund
UNICEF	United Nations Children's Fund
YAEP	Youth Agri-Entrepreneurial Programme

GLOSSARY

Categorical targeting: Eligibility criteria based on characteristics linked to poverty and vulnerability (age, sex, marital status, disabilities, etc.).

Conditional Cash Transfers (CCTs): Programmes that transfer cash to beneficiaries on condition that they fulfill some specific behavioural and/or developmental investment or requirements (for example, attending parenting workshops).

Household: A group of people who live together most of the time, and contribute to and benefit from a common economy.

Human Development Index: A measure of well-being based on indicators of health, education, and standard of living. The HDI value scale is from 0.0 to 1.0, where 1.0 is the highest possible score.

Indigent: Households or individuals who cannot afford a minimum acceptable consumption of food as quantified by a measure called the extreme poverty line (calculated in Saint Lucia at XCD 1,570.00 per annum per male adult equivalent in 2005/6).

Livelihood: The ways in which people or households make a living and meet their basic needs.

Means-tested targeting: Eligibility criteria based on verifiable income and asset tests.

Poor: Households or individuals that cannot afford a minimum acceptable consumption level of food and other basic needs as quantified by a measure called the poverty line (estimated at XCD 5,087.00 per annum per male adult equivalent for St Lucia in 2005/2006).

Poverty: Defined in terms of its chief characteristic, deprivation, it refers to any situation in which an individual or group possesses less than some standard of living that has generally been defined as acceptable. This standard may be determined either on the basis of the material condition of other persons or groups in the society, or on the basis of a measure of the gap between what is possessed and some objective indicator of elementary human need.

Proxy-means Tested Targeting: Eligibility criteria based on a weighted index of observable characteristics statistically associated with poverty.

Risk: Exposure to the likelihood of a negative impact.

Risk mitigation: Reducing the severity of the potential adverse impact of a risky event.

Risk prevention: Reducing the probability that a risky event might occur.

Safety Nets: Non-contributory cash or in-kind transfers to reduce poverty and protect vulnerable households against risks and shocks.

Shock: A situation that disrupts people's way of life. Common shocks in Saint Lucia include major illnesses requiring hospitalization, death, crop failure and animal diseases.

Social Protection: A set of interventions whose objective is to reduce social and economic risk and vulnerability, and to alleviate extreme poverty and deprivation. Apart from Safety Nets, it includes public and private social insurance and active labour market programmes.

Targeting: A process by which beneficiaries of a social intervention are selected.

Unconditional Cash Transfers: Benefits provided to beneficiaries without any behavioural requirements.

Vulnerability: The probable inability of individuals and households to deal with shocks to their livelihoods.

INTRODUCTION

In 2014 the Government of Saint Lucia approved the country's first National Social Protection Policy to guide the development of a framework, which promotes equity and enhances the well-being and capacity of poor and vulnerable households and populations in Saint Lucia to protect their consumption; invest in their future; and contribute meaningfully to national sustainable development. The Policy also aims to guide the construction of a system that enhances efficiency, equity and transparency in delivering social protection services, while avoiding duplication and promoting synergies to reduce poverty and protect the most vulnerable population. It proposes a reform process and an effort to rationalize the existing interventions by merging, expanding or reducing them, based on their objectives vis-à-vis the actual needs of the population and the capacities of the implementing agencies and institutions. The Social Protection framework will establish the interrelation between services and institutions and develop coordination mechanisms to allow a combined effort to reduce poverty and vulnerabilities.

The policy combines a mixture of protective, preventive, promotive and transformative measures oriented at:

- Alleviating economic, social and environmental deprivation, including relief of chronic and extreme poverty (protective);
- Reducing the consequences and impact of shocks before they occur (preventive);
- Enhancing human capital, real income, capabilities and assets (promotive), while avoiding damage to the existing natural capital in order to facilitate the transition towards a Green Economy; and
- Addressing social equity and exclusion concerns, including discrimination and abuse (transformative).

Given the breadth and range of sectors involved in Social Protection, the realization of the ideals of this policy requires the following phased approach:

Phase 1 (2014 to 2019): Consolidation and strengthening of the social safety net programmes for improved efficiency, effectiveness and equity.

Phase 2 (2019 to 2024): Wider reforms for establishing a coherent and integrated social protection system, including social security.

In line with the National Poverty Reduction Strategy (NPRS), Phase 2 will address the areas of health insurance, pension plans, and unemployment insurance, which require direct guidance and leadership from the Ministry of Finance, Economic Affairs, Planning and Social Security.

The present document accompanies the Policy and includes a five-year Strategic Plan of Action to implement the first phase of the reform process between 2014 and 2019. The Plan of Action defines priority areas and specifies objectives, strategies and actions for the first phase of the reform, assigning responsibilities and establishing milestones and targets, with clearly defined indicators. In this vein, the Plan of Action also provides a Monitoring and Evaluation (M&E) Framework to facilitate the assessment of the implementation of the initial reform process in terms of results, products and outcomes. The M&E Framework also establishes information sources and methods for data collection, the periodicity required for reporting and the agencies responsible for production and distribution of the data. In addition to the monitoring data to be collected under the M&E Framework, mid-term and final review processes will be undertaken to adjust the ongoing Plan of Action and provide input for the second phase of the reform, and determine additional areas for reform. The mid-term review will be undertaken in 2017, while the final review will be done in 2019.

EXPLANATORY NOTES ON THE PRIORITY AREAS AND SPECIFIC OBJECTIVES

Given the complexity and magnitude of the reform process required, priority areas have been defined to meet the policy vision, goals and objectives established in the National Social Protection Policy. The priority areas for action, and related objectives and strategies for Phase 1 were identified through extensive technical consultations with the relevant line ministries and other implementing agencies.

The following are the Priority Areas:

Priority Area 1: Modernize the social protection systems and strengthen the capacity to deliver services in an efficient and effective way

Priority Area 2: Rationalize, reform and strengthen protective interventions and strategies

Priority Area 3: Rationalize, reform and strengthen preventive and promotive interventions and strategies

Priority Area 4: Review and develop the institutional, financial and legal frameworks for more coordinated and transformative social protection services

Specific Objectives for each Priority Area have been defined to guide the implementation of the Social Protection Policy Phase 1 Plan of Action. These are presented below with some explanatory notes.

Priority Area 1: Modernize the Social Protection Systems and Strengthen the Capacity to Deliver Services in an Efficient and Effective way

Objective 1.1: Review and adjust the existing social protection framework and modernize its targeting and registration mechanisms to increase objectivity, efficiency, equity and transparency for all key social protection interventions.

This objective defines strategies to revise the existing social protection interventions and assess their pertinence vis-à-vis the current vulnerabilities and risks presented in Saint Lucia's population and the capacities of the implementing agencies. Through discussions at sector and sub-sector level, it is necessary to define which programmes are to be rationalized, merged, reduced or expanded and clarify which programmes are to form part of the revised social protection framework. It is necessary to define the target population and establish clear selection criteria for each social protection intervention responding to the current needs.

This Policy mandates the creation of a mechanism to improve beneficiary selection for the main social protection interventions, giving priority to the poorest and most vulnerable groups in the country. The MoSTLG&CE has already started the development of a proxy-means test (PMT) called the Saint Lucia National Eligibility Test (SL-NET), intended as an objective and scientific method for identifying poor and vulnerable households that can be used across programmes. The instrument is to be tested to assess its efficiency and effectiveness in identifying means-related eligibility for two key social assistance interventions, namely Public Assistance Programme (PAP) and Koudmen Ste Lisi. After the tests and necessary modifications, the SL-NET is to be further developed to serve as a Common Targeting Mechanism (CTM) for all key social protection interventions in Saint Lucia. This will necessitate ensuring

that the information needs of all agencies and interventions that are to utilize it are taken into account. A roadmap for the joint construction of the CTM is being developed, contemplating processes for: (1) harmonization of the targeting criteria and data requirements for all key interventions; (2) definition of methods and steps to be utilized; (3) development of instruments (e.g. questionnaires and forms) and guidelines in the form of a CTM Operations Manual (OM); and (4) definition of institutional arrangements for: data collection, financing, administration, and information sharing, among others.

The use of the SL-NET as CTM implies a shift from targeting individuals to targeting households as the basic unit to be assessed in terms of means. Further targeting will take place for each particular intervention, in addition to the CTM, combining it with other mechanisms (e.g. categorical targeting - children, elderly, people with disabilities or sole mothers-, community-based targeting or others). Household targeting will also need to be designed and implemented in a way that does not force vulnerable individuals (such as violated women and children) to remain in households that are bad for their well-being, and ensures that household-based benefits reach individual members in need. Each institution or agency utilizing the CTM for selecting its beneficiaries will have a different target population. Further, the use of a single CTM does not imply that the same cut-off will be used for all interventions. Introduction of a CTM implies a quantitative and qualitative shift: from agencies undertaking separate efforts to select beneficiaries for particular interventions targeting the poor, to a coordinated institutional effort to identify the poorest and most vulnerable households that are to receive a holistic set of interventions based on identified needs. Programmes, supporting children, youth, or the elderly through separate interventions may miss the fact that they live in households sharing a common experience of deprivation and exclusion. Household level targeting thus attempts to target assistance to need within the unit of the household rather than just the individuals within a household.

Finally, under this objective, a management information system (MIS) will be developed to process the data collected through the CTM to identify beneficiary households of the targeted social protection programmes and work as a unified single registry (SR) data base. The unified system will facilitate data sharing between programmes and agencies, promoting coordination and joint delivery, when desired, and avoiding duplication.

Other MIS modules may be developed to systematize the delivery of cash and other services for various interventions as well as initiate case management and referral processes, facilitate a coordinated institutional response to grievances and complaints, support systematic monitoring and evaluation exercises, and integrate a reporting mechanism.

Objective 1.2: Define, document and systematize operations and processes for all major social protection interventions to ensure homogeneous quality service delivery.

In line with the revised social protection framework, Operations Manuals (OMs) will be developed for all major social protection interventions with clear guidelines, instruments and step-by-step procedures for every actor involved in their implementation. Through this process all programme objectives, parameters, variables, processes and instruments will be reviewed and validated. The OMs will facilitate recurrent training processes of all relevant implementing actors, reduce the opportunity for fraud and differences in interpretation, and ensure standardized quality service delivery. As part of the OM's development process, it will be necessary to establish and adhere to minimum standards, as defined by national, regional or international requirements and protocols.

Objective 1.3: Strengthen the institutional capacity of key social protection institutions and agencies to increase efficiency and effectiveness in policy and programme design and implementation.

As the social protection framework and OMs are developed, institutional assessments will be undertaken to identify the needs of the implementing agencies in terms of quantity and quality of human resources, infrastructure, equipment, and systems. Based on the results of the assessments, Capacity Building Plans (CBPs) will be developed. These plans will define the institutional and organizational structures and the roles and responsibilities of the required human resources, including their specific profiles. The human resource strategy will define the necessary actions to obtain the required human resources (e.g. contracting new staff and/or training the existing ones). The plans will also define the necessary actions and projected costs to obtain the required infrastructure, equipment and systems. The CBP will also assign responsibilities for the various areas of activity.

Under this objective, strategies will be defined to ensure the systematic production and use of evidence for policy formulation and programming. A special CBP will be developed for M&E, covering the same aspects as the plan for implementation.

Objective 1.4: Develop monitoring and evaluation (M&E) systems for all social protection interventions and ensure the utilization of results and findings.

M&E systems and research plans will be developed for all social protection interventions. The M&E systems will include reporting mechanisms that clearly define the necessary distribution of the information produced by the M&E and research exercises and ensure that the different users receive all relevant information and analysis on time to fulfill their roles in the social protection framework. The M&E Systems will include mechanisms to ensure the use of the information and evidence produced for day-to-day programme and strategic policy decision making.

Timely budgetary reviews, and operational and financial audits will complement the reports from the M&E systems.

Priority Area 2: Rationalize, Reform and Strengthen the Protective Interventions and Strategies.

Objective 2.1: Review, harmonize, and strengthen the key existing poverty and vulnerabilities reduction interventions (Public Assistance Programme and Koudmen Ste Lisi).

This specific objective proposes to harmonize and improve the services delivered by the Public Assistance Programme (PAP) and Koudmen Ste Lisi. Although functioning at different scales, these two interventions benefit related segments of the population, with the former focusing on the poor in general and the latter on the indigent. The two programmes can, in the near future, more effectively complement each other to improve the beneficiary households' well-being. It is, therefore, necessary to define the convergence and divergence between the two programmes and establish processes and instruments for cross-referral and joint service delivery, in particular in respect of delivery of cash, psychosocial support and burial assistance.

The PAP has been supporting elderly and disabled persons for many years, but the relevant legislation does not provide for assistance to groups such as children and sole mothers unless indirectly if they are co-resident with elderly or disabled beneficiaries. There is need to reform this programme to increase its pro-poor focus and child and gender-sensitivity. The reform needs to go beyond adjusting the targeting and

registration mechanisms as described above, but also implies redefining its main variables and services, improving existing processes (e.g. payments), and developing new ones (e.g. grievances, complaints, case management and M&E). A Programme Document (PD) will be produced with PAP's main design variables, implementation components, funding sources, and M&E provisions. A comprehensive OM with step-by-step processes, guidelines and instruments for implementation will also be developed. The OM will be utilized in regular training of all implementing actors in a standardized way and will be updated periodically to integrate new requirements and lessons learned.

Conditioning the delivery of the PAP benefits to certain desired behaviours which would serve as co-responsibilities for its beneficiaries will be considered. A multi-sectoral, evidence-based discussion will be needed to define which conditionalities might be suitable for Saint Lucia and the programme's beneficiary households, including operational aspects. The discussion will need to take into account the availability of services that beneficiaries would need to access to comply, including geographical availability, cost, opening hours, and the like, as well as possible negative effects of imposing particular behavioural conditions. The discussion will need to cover the consequences of not complying with conditions, namely whether this will result in loss of a benefit or, instead, whether relevant agencies will assist the individual and/or family to overcome the barriers that resulted in non-compliance. The OM will also need to define clear exit strategies for beneficiary households that transition to economic independence.

A key feature in the design of a cash transfer programme like PAP is the value of the cash delivered to beneficiary households. The value of the benefits needs to be calculated according to the number of eligible household members and the characteristics of household members who might be within different target groups (e.g. elderly, disabled, children, etc.). In line with the objective to increase PAP's pro-poor focus and child and gender sensitivity, the value of the cash to be provided to the beneficiary households will be determined in a way that promotes achievement of the desired outcomes. The number of households to be covered and the availability of resources for the programme play an important role in these discussions. The Ministry of Finance will be required to be part of the decisions in this area. In addition, the periodic revision of the value of the benefits needs to be clearly established to avoid the erosion of the benefit due to inflation.

It is imperative in cash transfer programming, to assure the regularity and security of the delivery of subsidies. On one hand, it is necessary to ensure that the Government's financial system and its mechanisms can make available the resources for delivering cash to the beneficiary households with the required period (see 4.3). On the other hand, an efficient and beneficiary-friendly payment mechanism will be selected from among the technological options available today (e.g. bank accounts, ATM cards, mobile phones, etc.) taking into account the particular characteristics of Saint Lucia and the transaction and administrative costs of the different options.

Specific modules will be developed in the MIS to support the adjusted and new PAP processes.

The Koudmen Ste Lisi (KSL) Programme will be reviewed to increase its impact on the beneficiary households, while taking into account the limitations of human and other resources that might be available. Similarly, an OM and other supporting systems and documentation will be developed. The processes to develop programme documents (PDs) and OMs for the PAP and Koudmen programmes will facilitate the harmonization of the two interventions and the identification of areas for strengthening. The referral and coordination mechanisms between the two interventions and with other complementary interventions and services will be clearly defined in official protocols. This reform process also implies that the Public Assistance and Poverty Reduction Fund Acts will be revised in line with the adjustments to the PAP and Koudmen programmes.

Comprehensive communication strategies are to be developed and implemented to inform different audiences (social and extension workers, beneficiary households, communities, Government staff, Parliament, and general public) about the PAP and Koudmen programmes.

Objective 2.2: Develop, reform and strengthen the emergency and housing interventions for the poor and vulnerable.

Given Saint Lucia's vulnerability to natural disasters and other emergency situations, an assessment of the effectiveness of the existing emergency response interventions will be undertaken and will guide the revision of services and benefits to be provided for the most commonly occurring emergency situations. The National Relief Policy and the National Hazard Mitigation Policy will be reformed in line with the proposed adjustments. The selection criteria and targeting processes for the emergency response services will be reviewed, in an effort to increase transparency and equity for all those affected by natural disasters and other shocks and ensure that those who are most vulnerable, such as the elderly and young children, are prioritized. Coordination mechanisms will be created among the responsible agencies and ministries. As for other key interventions, this reform will include development and implementation of capacity building plans, M&E systems and comprehensive communication strategies.

The Social Protection reform will also improve access for the most vulnerable population to decent housing and basic services such as piped water, sanitation and electricity. Until now, there has not been a coordinated approach to this issue. The housing and burial assistance services provided to the poor and vulnerable population will be reviewed as part of the PAP and Koudmen reforms. A multi-sectoral, coordinated approach will be required for safe and decent housing. The creation of a special taskforce is proposed to analyze the housing and basic services situation for the poor and vulnerable in Saint Lucia and define possible solutions.

Priority Area 3: Rationalize, Reform and Strengthen the Preventive and Promotive interventions and Strategies.

Objective 3.1: Define and enhance the pro-poor focus of health services and ensure their financial sustainability

Currently, the Ministry of Health is leading a reform of free health services and expanding the existing supply of medical facilities. This reform comprises three phases for which 3- to 5-year strategic plans are developed and implemented. Phase 1 started in 2006 and reviewed the free medication regulations for diabetic and hypertensive patients. The second and third phases involve further adjustments to the free medication regulations and defining (based on costs) a minimum basket for primary, secondary and tertiary services to be financed by the Government (including off-island services). The implementation of phase 2 starts in 2015. From the supply side, some primary and secondary facilities are under expansion. In 2014, two new secondary and tertiary hospitals will be in operation.

The health reform will define services for which there will be free universal access and those that will be provided to specific targeted population and included under the Health Social Assistance services.

Once the Health Social Assistance services are defined, it will be necessary to review their selection criteria and improve the effectiveness of their targeting mechanisms. The health system will utilize the CTM and Single Registry (SR) for these purposes, and representatives from the Ministry of Health will therefore

actively participate in the construction of the CTM and SR to ensure that the health targeting and registration information requirements are included in the unified system.

All processes and instruments necessary to implement the Health Assistance services will be clearly defined in an OM, to be used in the same way as OMs for other interventions. Similarly, a Capacity Building Plan (CBP), M&E framework and system and communication strategy will be developed and implemented for this area.

The convenience, utility and viability of including health variables as conditionalities for the delivery of cash subsidies will be explored. The definition of these aspects and their implementation will be done as part of a joint effort between the Ministries of Health and Social Transformation.

Objective 3.2: Rationalize, reform and strengthen interventions and regulations concerning education services.

This reform process addresses various areas related to the education services, including ECD, education-based safety net services and benefits, links to the PAP Programme and education services for at-risk youth.

Following the CARICOM *Regional Guidelines for Developing Policy, Regulation and Standards in Early Childhood Development Services*, the Government of Saint Lucia recently approved the Early Childhood Development Policy with minimum standards for the provision of the services. The policy provides for the institutionalization and expansion of the Roving Caregivers Programme (RCP) to the national scale. The RCP provides ECD services for children from 0 to 2 years of age and training to parents and communities at household level, making it accessible for everyone, especially the poor and vulnerable population. ECD services are provided at public and private child care centres to children from 3 to 5 years of age. A fee is to be paid to access this service. The ECD policy provides for the reduction of fees and priority access to ECD services for the poor and vulnerable population. The possibility of including pre-kindergarten services in selected primary schools within prioritized poor and vulnerable communities is being explored.

Parents will be sensitized to receive the RCP services and send their children to the centres as more spaces are made available through a Capacity Building Plan (CBP) to progressively create the required infrastructure. The CBP also defines the strategies necessary to obtain the required human resources and equipment to adequately deliver the established ECD services. A special effort will be made in the implementation of the policy's minimum standards.

A qualitative research exercise is envisaged to identify the barriers to attendance at ECD programmes. The findings from this research exercise will help in the definition of strategies to increase children's attendance among the poorest and most vulnerable households. Including attendance at ECD services as co-responsibility for those benefiting from the PAP Programme is one of the options to explore, but will not be viable if sufficient supply is not available, if there are costs attached to attending, and if the services do not operate at hours that suit working parents.

The education assistance services for older children will be rationalized. Information will be gathered on the services provided, the procedures undertaken, the costs incurred and the effective coverage. Decisions will be made on the expansion, reduction or merging of services and agencies oriented to ensure access to education for the poor and vulnerable. The rationalization exercise will cover Government-funded agencies delivering school books, uniforms and transportation services making them more efficient and reducing duplicated and hidden administrative costs.

Furthermore, the Community Consultations carried out island wide among civil society organisations and community leaders revealed a strong desire for sports to be recognised by the Government as a legitimate poverty reduction tool among the youth. It was argued that there is significant evidence to support the claim that the engagement in sports reduces anti-social and deviant behaviours. Therefore, investment in school sporting programmes should be a priority as a preventative and promotive measure of social protection. An investigative exercise should be conducted to further explore the possibilities and part of the rationalization of education services.

After the rationalization decisions are made, a revision of the selection criteria for the remaining services will be required, including definition of when the CTM and SR will be utilized and which information requirements are to be satisfied by the system. The Ministry of Education will therefore be an active participant in the development of the CTM to ensure that the education targeting and registration information requirements are met.

OMs and other supporting systems will be developed for the education programmes as for the other social protection interventions.

As for ECD, the implementation of co-responsibilities in the PAP Programme will be explored for various areas related to education. Provision of cash or vouchers to replace the School Feeding Programme for secondary school children will also be considered as a mechanism to reduce reported stigma and ensure their adequate nutrition. The definition of these aspects and their implementation will be done as part of a joint effort between the Ministries of Education and Social Transformation.

Effective mechanisms will be developed to identify at risk youth as well as the necessary referral procedures to second chance institutions. On the preventive side, coordination mechanisms among complementary programmes will be developed to facilitate the school to work transition for young people. Measures could include expansion of the Second Step programme and the institutionalization of career guidance in all secondary schools.

A comprehensive communication strategy will be developed to inform relevant actor about the adjusted rules and regulations.

Objective 3.3: Rationalize, reform and strengthen interventions and regulations concerning and related to employment services

An assessment of the main interventions relating to Active Labour Market Policies (ALMPs) will be undertaken so as to understand their processes, coverage, effects and impacts and analyze possible options for rationalizing, merging and adjusting them. The results of the assessment will guide the reform of existing ALMPs and facilitate the design of an integrated institutional and operational structure for training and employment-related initiatives.

Furthermore, civil society organisations and community leaders have called for the rationalization of employment services to include a re-evaluation and investment by the Government in the development of technical/vocational institutions that are on par with traditional academic institutions. It was argued that vocational training creates job opportunities for many unemployed persons; however poor accessibility and the lack of regional accreditation severely hinders the benefits to be gained from such an investment. Therefore an investigative exercise should be conducted to further explore the possibilities

As for other areas of reform, an OM, Capacity Building Plan (CBP), M&E systems and communication strategy will be developed and implemented. The ongoing work in respect of a Labour Market Information

System (LMIS), which is proceeding with support from the International Labour Organization (ILO), will continue and complement the ALMPs reforms.

The pension scheme regulatory framework will be reviewed and adjusted and strategies will be defined to ensure that the working population regularly contributes to the National Insurance Scheme.

Priority Area 4: Review and Develop the Institutional, Financial and Legal Frameworks for more Coordinated and Transformative Social Protection Services.

Objective 4.1: Develop institutional arrangements and coordination mechanisms for social protection policy management and implementation.

An institutional framework and structure needs to be developed for the coordination of the social protection policy reforms. The proposed framework follows the institutional arrangement defined for the implementation of the 2011 National Poverty Reduction Strategy (NPRS) and focuses on utilizing existing structures for better inter-agency cooperation and collaboration. First, an Inter-Ministerial Committee on Social Protection is proposed to give guidance at the policy level, discuss budget allocations, and review progress in the reform process and in regular programme operation. The Inter-Ministerial Committee will inform and consult with a Parliamentary Committee and a Civil Society Platform on Social Protection. The Ministry of Social Transformation will play a coordination role in the proposed structure and act as the Secretariat for Social Protection. The Secretariat will oversee development, operation and maintenance of the social protection MIS, SR and M&E systems and share the information produced by the systems. A National Social Protection Appeals Board will consider cases to be reviewed, in particular in respect of selection and registration of beneficiaries in the different interventions.

Technical working groups (TWGs) will be created among implementing agencies to manage the reform process. The TWGs will have clearly defined coordination, oversight, monitoring and evaluation responsibilities. The terms of reference for the TWGs will also clearly define their composition. Project officers will head the TWGs and be responsible for moving the process along, while keeping all stakeholders and other persons in check to ensure that deadlines are met.

Mechanisms for coordination and referral among complementary services and interventions will be developed.

Special attention will be given to the linkages and two-way referral mechanisms between the Social Protection system and services and the social welfare ones (family wellbeing, child protection, at risk youth, and gender-based violence support among other services). The latter include: the Transit Home; Family Services; Therapeutic Centre; Women's Support Centre; Senior Citizens Home; Family Court; Boys Training Centre; Care; Upton Garden Girls; Probation Services and the Crisis Centre.

Objective 4.2: Develop effective communication strategies for the implementation of the social protection policy and its interventions.

The primary targets of a communication strategy will be the beneficiary households and the communities in which the interventions are to be implemented. These stakeholders need to understand their rights, roles and responsibilities in respect of social protection. Other key actors who will be informed about all regulations, plans and interventions are the civil servants in all Government institutions at all levels. Civil society including non-government organizations, the general public and the media are also important target

audiences. Every committee and body of the social protection institutional framework will be both user and producer of information in the communication strategy.

The communication strategies will not serve only as a mechanism to transmit information from government to people. Instead, the aim will be to open spaces for dialogue and create channels of participation around social protection policy and programming. The strategies will be designed to integrate different views (on needs, priorities and realities) from beneficiary households, communities and the civil society organizations working with them. In this way the strategies will aim at establishing formal accountability and communication structures between users and the institutions at their service.

Objective 4.3: Develop sound and sustainable financial mechanisms for social protection.

Sound financial mechanisms will be developed to respond to the specific needs of the existing interventions, including the general need for timely availability of resources.

Different fiscal policy options to finance social protection expenditure will be explored. The magnitude of resources required for each aspect of the reform and the specific financial needs for each agency and intervention over time will be assessed to inform the decision making process and subsequent implementation. Two studies will produce useful information for the required exercises: the Budget Analysis for Investment in Children (focusing on the Health, Education, Child Protection and Social Protection sectors) and the Fiscal Space Analysis for the Social Protection Platform in Saint Lucia.

Different financial aspects of the Social Protection Policy will need to be discussed, including a commitment by the Government of Saint Lucia to maintain the value of the budgetary allocations for social protection and ensure that the resources to protect the poor and vulnerable remain unaffected by business cycles. A counter-cyclical approach to social protection that would increase the absolute value of budgetary allocations for social protection during periods of recession or economic slump will be explored. Other funding sources, including development partners, the private sector, and other non-state actors will also be explored.

Objective 4.4: Review and further develop the legal framework and regulations for social protection.

A new Social Protection Act will replace the existing social protection legislation with a legal framework that reflects current realities and thinking about poverty and the strategies to eradicate it. The new Act will facilitate the coordination environment to reduce poverty and vulnerability and rationalize the various legal instruments currently existing into a single comprehensive framework and will define the roles and responsibilities of the various stakeholders. The Act will supersede the Public Assistance Act. In addition, other Social Protection-related pieces of legislation may need to be developed, amended and/or finalized. For example, the interactions between this policy and the Poverty Reduction Fund Act will be carefully reviewed, as will interactions and requirements with respect to the disability policy and the child maintenance legislation.

Phase 1: Action Plan (2014 – 2019)

Priority area 1: Modernize the Social Protection Systems and Strengthen the Capacity to Deliver Services in an Efficient and Effective Way.						
Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
1.1. Review and adjust the existing Social Protection Framework and modernize its targeting and registration mechanisms to increase objectivity, efficiency, equity and transparency for all key social protection interventions.	1.1.1. Review the existing Social Protection interventions (to rationalize, merge, reduce or expand) and re-define their target populations as part of a harmonized Framework.	Technical Working Groups (TWGs) (see 4.1.1.) organized per sub-sector undertake an analysis of the existing Social Protection interventions and prepare a proposal to re-define key interventions (to be rationalized, merged, reduced or expanded), review their target population and establish their inter-relations under a harmonized Framework. The Inter-Ministerial Committee on Social Protection (a Sub-Committee of the Social Reform Council - see 4.1.1.) will review and approve the TWGs proposals.	MoST CSO All other Social Protection agencies and institutions	2015	These activities do not require additional funding.	A revised and harmonized Social Protection Framework with clear target groups and selection criteria for all key Social Protection interventions. Poor and vulnerable groups benefit from integrated Social Protection services.
	1.1.2. Increase objectivity and transparency of the beneficiary selection and registration processes for all key Social Protection interventions.	Based on the initial design of the SL-NET (St Lucia's Proxy Means Test), implement the already developed Road Map for the development of a Common Targeting Mechanism (CTM), including its pilot process. This strategy and its activities are proposed for the following interventions: <ul style="list-style-type: none"> - The PAP (2.1.3.) and Koudmen (2.1.7.) Programmes - The Safe and Decent Housing interventions (2.2.2.). - The Health Assistance Services (3.1.1.) - The Education Social Assistance Programmes (3.2.4.) - The Active Labour Market Programmes (ALMPs) (3.3.3.) 	MoST – Social Research Department CSO All other Social Protection agencies and institutions	2015	Technical Advisor (includes advice for the development of the database- see next strategy) \$30,000. Data collection including materials \$5,000. 500-800 households should be sufficient to support the CTM's Pilot.	A more efficient, transparent and effective targeting mechanism for relevant Social Protection interventions in place. Reduced inclusion and exclusion errors in key Social Protection interventions.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		Create a National Social Protection Appeals Board to review reported cases on selection and registration of Social Protection interventions' beneficiaries.				
	1.1.3. Design and develop a Management Information System (MIS) to work as Single Registry (SR) for all key Social Protection Interventions.	Develop TOR and Request for Proposals Documents (with clear technical requirements and specifications, selected procurement mechanisms, and scoring methods) for the development of a Management Information System (MIS) to work as SR, following the CTM's processes, methods and data requirements.	MoST – Social Research Department IT Unit, CSO PAP – Welfare Department, Koudmen - SSDF All other Social Protection agencies and institutions utilizing the CTM	2015	The MIS contract to support the development of the MIS to process the PMT and CTM data and work as SR, has an estimated cost of \$100,000.	The main Social Protection interventions utilize a unified and efficient Beneficiary Registration mechanism. Poor and vulnerable households benefit from more than one Social Protection intervention (as established in the Social Protection Framework) through the SR where appropriate.
1.2. Define, document and systematize operations and processes for all major Social Protection interventions	1.2.1. Develop Operations Manuals (OM) for all major Social Protection interventions.	Ensure that the relevant agency for each key Social Protection intervention develops an Operations Manual (OM) to clearly define processes and instruments for all actors involved in its programme cycle implementation. The OMs provide detailed standardized procedures and instruments for service delivery (including targeting, delivery of services and payments –when applicable-, graduation, exit strategies, case management, grievances and complaints, among others).	MoST All other Social Protection agencies and institutions	2015	\$15,000 per Operations Manual if contracted to an independent consultant. Pending on staffing constraints, agency teams could learn from the development process of PAP's Operations	Systematized processes for all actors involved in the implementation of the Social Protection interventions. Homogeneous service delivery across Social Protection interventions. Opportunities for fraud and differences in

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
to ensure homogeneous quality service delivery.		<p>Regularly train all actors involved in the implementation of each process using the OM's guidelines and instruments.</p> <p>This strategy and its activities are proposed for the following interventions:</p> <ul style="list-style-type: none"> - The PAP (2.1.3.) and Koudmen (2.1.7.) Programmes - The Education Social Assistance Programmes (3.2.1.) - The Active Labour Market Programmes (ALMPs) (3.3.4.) 			Manual and instruments (see 2.1.4).	interpretation minimized for all Social Protection interventions.
1.3. Strengthen the institutional capacity of key Social Protection institutions and agencies to increase efficiency and effectiveness in policy and programme design and implementation	1.3.1. Undertake institutional assessments and develop Capacity Building Plans (CBPs) for all major social Protection interventions and agencies.	<p>Undertake institutional assessments and develop Capacity Building Plans (CBPs) (in respect of human resources, infrastructure, systems and equipment requirements).</p> <p>This strategy and its activities are proposed for the following interventions:</p> <ul style="list-style-type: none"> - The PAP (2.1.3.) and Koudmen (2.1.7.) Programmes - The emergency response and housing interventions (2.2.1.) - The Education Social Assistance Programmes (3.2.1.) - The Roving Caregivers Programme (RCP) and the Child Care Centres (CCC) (3.2.2.) - The ALMPs (3.3.5.) 	<p>MoST</p> <p>All other Social Protection agencies and institutions</p>	<p>CBPs developed by 2015</p> <p>CBPs implemented by 2017</p>	<p>Estimated cost of \$10,000 per institution for institutional assessment if contracted externally.</p> <p>The CBP will establish the necessary funding for its implementation.</p>	Strengthened Social Protection agencies and institutions for more efficient and effective service delivery.
	1.3.2. Develop a Capacity Building Plan (CBP) to strengthen the M&E and research for Social	<p>Create a team to develop a Social Protection M&E and Research Capacity Building Plan (CBP) with at least the following components:</p> <ul style="list-style-type: none"> - Strengthen the Central Statistics Office to produce regular data on poverty and vulnerability. 	<p>MoST – Social Research Department</p> <p>CSO</p>	2015	<p>\$15,000 to undertake the assessment and develop the CBP.</p> <p>The CBP will establish the necessary funding for its</p>	Strengthened CSO coordinating Social Protection Research and M&E activities and functions and providing the necessary support to

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	Protection.	<p>- Identify and undertake regular M&E and evidence based trainings for key technicians, policy makers and program managers.</p> <p>Implement the M&E and Research Capacity Building Plan.</p>	All other Social Protection agencies and institutions		implementation.	<p>the Social Protection agencies and institutions.</p> <p>Key technicians, policy makers and programme managers with the capacity to utilize relevant evidence based information for policy and programme decision making.</p>
<p>1.4. Develop Monitoring and Evaluation (M&E) Systems for all key social protection interventions and ensure the utilization of results and findings.</p>	<p>1.4.1. Develop specific research plans, and Monitoring and Evaluation (M&E) Systems for improved evidence based decision making processes for all key Social Protection interventions.</p>	<p>Develop a Social Sector Data Collection Action Plan (in line with the CARICOM Regional Working Plan).</p> <p>Regularize the production of poverty assessments and situation analysis.</p> <p>Develop the M&E frameworks and systems for each key social protection interventions.</p> <p>This strategy and its activities are proposed for the following interventions:</p> <ul style="list-style-type: none"> - The PAP (2.1.6.) and Koudmen (2.1.7.) Programmes - The emergency response and housing interventions (2.2.1.) - The Health Assistance Services (3.1.4.) - The Education Social Assistance Programmes (3.2.6.) - The Roving Caregivers Programme (RCP) and the Child Care Centres (CCC) (3.2.2.) - The ALMPs (3.3.4.) <p>Plan and implement timely budgetary reviews,</p>	<p>MoST – Social Research Department</p> <p>CSO</p> <p>All other Social Protection agencies and institutions</p>	2015	<p>The development of the Data Collection Action Plan does not require additional funding.</p> <p>Each Data Collection exercise should be budgeted.</p> <p>The development of an M&E System has an estimated cost of \$15,000.</p> <p>M&E and Reporting Mechanisms are to be linked to the MIS, provisions to be made under the contract for the software development.</p>	<p>Systematic production of pertinent M&E data, research and analysis for social protection policy and programming decision making.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		and operational and financial audits. Develop and implement comprehensive Reporting Mechanisms to disseminate the findings from the Research exercises and the M&E Systems to the respective users and audiences.				

Priority Area 2: Rationalize, Reform and Strengthen the Protective Interventions and Strategies

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
2.1. Review, harmonize, and strengthen the existing poverty and vulnerabilities reduction interventions.	2.1.1. Define and harmonize the PAP and Koudmen service delivery.	Clearly define the services provided by the PAP and Koudmen Programmes. Define convergence and divergence between PAP and Koudmen services and establish processes and instruments for referral and joint service delivery. Develop agreements between PAP, Koudmen and other Social Protection interventions to ensure coordination and referral mechanisms.	MoST – Welfare Department SSDF All other relevant Social Protection agencies and institutions	2015	The harmonization of PAP and Koudmen service delivery and the development of agreements with other Social Protection service providers do not require additional funding.	Clearly defined services to be delivered by the PAP and Koudmen Programmes. Processes defined and instruments developed for referral and joint service delivery between PAP and Koudmen Programmes. Clear referral and joint delivery mechanisms developed and implemented regularly with other Social Protection interventions.
	2.1.2. Enhance the pro-poor, gender-responsive and child sensitive focus of the PAP	Review the criteria selection for PAP and Koudmen and consider prioritizing poor sole parent households as part of the development of the CTM as established in 1.1.2.	MoST - Social Research Department PAP –Welfare	2015	These activities are already budgeted under the development of the CTM and SR (see 1.1.2. and 1.1.3.)	The PAP and Koudmen Programmes utilize a more objective, pro-poor, gender responsive and child sensitive targeting

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	and Koudmen Programmes (see 1.1.2 and 1.1.3.).	Ensure that existing obstacles related to beneficiary selection identified by the PAP and Koudmen Programmes are overcome with the development of the Single Registry (see 1.1.3.).	Department IT Unit, CSO Koudmen – SSDF			mechanism. The poorest and most vulnerable households eligible for PAP and Koudmen are progressively covered by the two interventions.
	2.1.3. Improve the efficiency and effectiveness of the PAP Programme.	<p>Review the Institutional Structure and Management Framework for the implementation of the PAP Programme.</p> <p>Develop a Programme Document (PD) with the main design variables, implementation components, funding sources and M&E provisions for the initial phase of the adjusted PAP Programme.</p> <p>Develop PAP’s Operations Manual (OM) as established in 1.2.1 and utilize it to regularly train all actors involved in the programme’s implementation.</p> <p>Develop a Capacity Building Plan (CBP) for the PAP Programme as established in 1.3.1.</p> <p>Explore, in collaboration with the respective line ministries (e.g. Education and Health), possible conditionalities for the St. Lucia context that might be implemented in the PAP Programme (see 3.1.3. and 3.2.5.).</p> <p>Develop processes, instruments and monitoring mechanisms to implement any conditionalities agreed on and integrate them</p>	<p>MoST – Welfare Department and Social Research Department</p> <p>Ministry of Education</p> <p>Ministry of Health</p> <p>Ministry of Youth, Development and Sports</p> <p>All other relevant Social Protection agencies and institutions</p>	2015	<p>The development of the Programme Document (PD) and the Operations Manual (OM) has an estimated cost of \$90,000.</p> <p>The development of the CBP has an estimated cost of \$10,000.</p>	<p>Clear management and implementation structures for PAP Programme defined and implemented.</p> <p>Clearly defined processes and instruments for all actors involved in the implementation of the PAP Programme.</p> <p>Homogeneous training procedures, instruments and processes for delivering quality services under the PAP Programme.</p> <p>PAP administrative and implementation structures have the capacity to implement the programme in an efficient and effective way.</p> <p>If agreed appropriate, clearly defined conditionalities for the</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		in the Operations Manual (OM).				<p>PAP Programme with established procedures and instruments for their implementation.</p> <p>Increased access to key social services and human capital investments among poor and vulnerable households.</p>
	2.1.4. Develop additional modules in the Management Information System (MIS) to support the PAP processes.	<p>Following PAP’s Operations Manual (OM), define the technical requirements of additional MIS modules, including at least:</p> <ul style="list-style-type: none"> - Payments - Conditionalities - Complaints - Reports <p>The technical requirements and specifications of the modules are to be defined and included in the Terms of Reference for the software development (see 1.1.3).</p>	<p>MoST – Welfare Department</p> <p>CSO</p> <p>IT Unit</p>	2015	The cost of the developing the main PAP MIS modules is included in the development of the MIS for the PMT, CTM and SR (see 1.1.3).	<p>Automated MIS modules process all main operations of the PAP Programme in a transparent, homogeneous and efficient way.</p> <p>The MIS supports PAP’s roll-out and scale-up process.</p>
	2.1.5. Review the benefits provided by the PAP Programme and regularize the delivery of payments.	<p>Define the value of the benefits provided by the PAP Programme, including any variation in line with factors such as size of the beneficiary households, eligible members and needs to be covered.</p> <p>Establish a mechanism for regular adjustment of the value of the benefits, at the least to avoid erosion due to inflation.</p> <p>Select a secure and efficient cash payment service provider.</p>	<p>MoST – Welfare Department and Social Research Department</p> <p>CSO, Ministry of Finance, Economic Affairs and Social Security</p>	2015	The technical assistance for the adjustment of the value of the benefits and the selection of the Payments Service Provider is included in the development of the PD and OM (see 2.1.3).	<p>Pertinent PAP benefits delivered with the expected periodicity.</p> <p>PAP benefits adjusted according to inflation.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	2.1.6. Develop a Monitoring and Evaluation (M&E) System and Research Agenda for the PAP Programme.	Hire a Monitoring and Evaluation (M&E) consultant to produce a Monitoring and Evaluation (M&E) Framework and System for PAP and a Process and Impact Evaluation of the initial implementation phase as established in 1.4.1.	MoST – Welfare Department and Social Research Department CSO	2015	The development of PAP’s M&E System, including the initial implementation phase Process and Impact evaluation has an estimated cost of \$100,000.	An M&E System producing periodic reports for decision making. The Process and Impact Evaluation Results provide input for the adjustment of the PAP Programme, the definition of its Scale-up Plan and the advocacy strategy for the allocation of the required funding.
	2.1.7. Improve the efficiency and effectiveness of the Koudmen Programme.	Review Koudmen’s services and processes to improve the links between the programme beneficiaries and specific developmental services. Review the institutional structure and management framework for the implementation of the Koudmen Programme. Develop Koudmen’s Operations Manual (OM) as established in 1.2.1 and utilize it to regularly train all actors involved in the programme’s implementation. Develop a Capacity Building Plan (CBP) for the Koudmen Programme as established in 1.3.1. Develop and implement a Monitoring and Evaluation (M&E) System for the Koudmen Programme as established in 1.4.1.	SSDF MoST – Welfare Department All other relevant Social Protection agencies and institutions	2014	A consultancy for the adjustment of the Koudmen Programme including the development of an Operations Manual (OM), a Capacity Building Plan (CBP) and a Monitoring and Evaluation (M&E) System has an estimated cost of \$90,000.	Improved and clear links and procedures for the Koudmen beneficiaries to access established developmental services. Clear management and implementation structures for the Koudmen Programme. Clearly defined processes and instruments for all actors involved in the implementation of the Koudmen Programme. Homogeneous training procedures, instruments and processes for delivering quality services under the Koudmen Programme.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		Periodically review the OM to integrate lessons learned through implementation and respond to new requirements.				<p>Koudmen administrative and implementation structures have the capacity to implement the programme in an efficient and effective way.</p> <p>Reduction of indigence and improvement in situation in respect of selected Pillars.</p>
	2.1.8. Investigate the need for possible revision of the Public Assistance and Poverty Reduction Fund (PRF) Acts (see 4.2.2.).	<p>Investigate regulatory gaps, obstacles and possible contradictions in the Public Assistance and the Poverty Reduction Fund (PRF) Acts.</p> <p>Decide whether it is necessary to undertake a reform of the referred Acts or changes can be covered through the development of the new Social Protection Act.</p> <p>Undertake the necessary legal reforms and/or developments.</p>	<p>MoST – Welfare Department</p> <p>SSDF</p> <p>Ministry of Legal Affairs, Home Affairs and National Security</p>	2016	The cost of undertaking these activities should be included under the legal services defined in 4.2.	New or amended PAP, Poverty Reduction Fund (PRF), and Social Protection Acts approved and implemented.
	2.1.9. Develop and implement comprehensive Communication Strategies to inform different audiences about the adjusted PAP and Koudmen Programmes and services.	Develop and implement comprehensive Communication Strategies for the PAP and Koudmen Programmes ensuring the adequate flow of information to different target audiences and among clearly defined actors (social and extension workers, beneficiary households, communities, Government Staff, Parliament, and general public) –See 4.4.1.	<p>MoST</p> <p>SSDF</p>	2016	Each Communication Strategy has an estimated cost of \$30,000.	Increased awareness among PAP and Koudmen beneficiary households and other pre-defined audiences and stakeholders about programme rules, objectives and procedures.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
2.2. Develop, reform and strengthen the emergency response and housing interventions (including water and sanitation) for the poor and vulnerable.	2.2.1. Review, reform and strengthen the emergency response services and interventions.	<p>Undertake an assessment of the existing emergency response services and interventions.</p> <p>Re-define the target population for the most common emergency response needs and increase the transparency and equity of the selection processes and criteria.</p> <p>Define which of the existing Social Protection programmes could be quickly and temporarily scaled-up to respond to emergency situations.</p> <p>Define coordination mechanisms among the emergency response agencies and interventions.</p> <p>Develop Capacity Building Plans (CBPs) for the emergency response agencies and interventions as established in 1.3.1.</p> <p>Develop an M&E Framework and System to assess the performance of the emergency response agencies and interventions, as established in 1.4.1.</p> <p>Develop and implement an Emergency Preparedness and Awareness Communication Strategy for all relevant actors and stakeholders.</p>	<p>NEMO – National Emergency Management Organization</p> <p>SSDF</p> <p>MoST</p> <p>Other relevant authorities</p>	2015	<p>At least three components of this emergency objective imply a financial effort:</p> <p>1. The assessment of the existing agencies and interventions, and the development of a new framework and structure, with clear services and processes for the most common emergencies, the revision of the policies and the development of the Capacity Building Plans (CBPs): \$40,000.</p> <p>2. The development of the M&E System: \$25,000.</p> <p>3. The development of the Communication Strategy: \$30,000.</p>	<p>Clearly defined emergency services and interventions for the most recurrent emergency and disaster situations.</p> <p>Clearly defined target population for the most recurrent emergency and disaster situations.</p> <p>Stronger coordination and improved emergency response.</p> <p>Strengthened, efficient and effective emergency response agencies.</p> <p>More informed and prepared actors for recurrent emergency situations.</p>
	2.2.2. Strengthen the housing and basic services	Create a temporary Inter-sectoral taskforce to analyze the housing and basic services situation for the poor and vulnerable in Saint Lucia and define integration, joint	Ministry For Physical Development, Housing and	2015	These activities do not require additional funding and could be done by	Increased ownership and/or tenure of land and housing for the poor and vulnerable population.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	programmes for the poor and vulnerable population.	<p>collaboration and coordination mechanisms between the various housing and basic services stakeholders.</p> <p>In line with the Housing Policy (2008) increase effective mechanisms for financing low-income households.</p> <p>Review, clarify, adjust and harmonize the selection criteria, benefits and conditions for existing programmes that can support poor and vulnerable households in a more systematic and transparent way in respect of housing and basic services.</p> <p>Explore the possibility utilizing the Common Targeting Mechanism (CTM) to select beneficiary households for the Safe and Decent Housing interventions (1.1.2).</p> <p>Review the Housing Emergency Policy and adjust the provisions to ensure the construction of houses in the aftermath of disasters and assist households in replacing their damaged goods. The revision includes eligibility criteria, nature and amount of Emergency Housing Assistance, procedures, inspection and monitoring, reconstruction, insurance and relocation issues, among others.</p> <p>Define mechanisms to periodically monitor and assess programmes performance and changing safe and decent housing needs, and react accordingly, as established in 1.4.1.</p>	<p>Urban Renewal - Programme for the Regularization Of Unplanned Development (PROUD)</p> <p>National Water and Sewage Commission</p> <p>Saint Lucia Electricity Services (LUCELEC)</p> <p>MoST – Welfare Department</p> <p>PAP</p> <p>SSDF</p> <p>Other relevant ministries, agencies and interventions</p>		<p>representatives of the relevant agencies. However, specific consultancy or outsourcing services may support the following processes:</p> <p>1. Review the Housing Emergency Policy, its eligibility criteria and M&E mechanisms: \$30,000.</p> <p>2. Define and implement the dissemination mechanisms: \$15,000.</p>	<p>Improved and increased access to water, sanitation and electricity services for the poor and vulnerable population.</p> <p>Improved and increased access to roads and pathways for the poor and vulnerable population.</p> <p>Reduction of at risk housing.</p> <p>Efficient and effective emergency housing interventions.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		Define effective dissemination and communication mechanisms for the Safe and Decent Housing interventions and regulations as established in 4.4.1.				

Priority area 3: Rationalize, Reform and Strengthen the Preventive and Promotive Interventions and Strategies.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
3.1. Define and enhance the pro-poor focus of the health services and ensure their financial sustainability.	3.1.1. Define the Universal and Health Assistance Services and improve the targeting mechanisms utilized by the Health System.	Based on the health profile of the population in St Lucia, the infrastructure available and the human resource and financial capacities of the Public Health System, define which services and treatments are to have universal coverage and which ones are to be provided for free as targeted Health Assistance Services. Define eligibility and selection criteria for the targeted Health Assistance Services. Identify relevant variables to be included in the Common Targeting Mechanism (CTM) (see 1.1.2.) to select eligible households and individuals as beneficiaries of the targeted Health Assistance Services.	MoH MoST CSO	2015	Defining the packages and participating in the development of the CTM and SR should not require additional funding. The utilization of the CTM and SR may require a joint funding effort among partnering agencies. As the Road Map for the CTM (see 1.1.2.) is developed the required actions and costs will be defined.	Clearly defined universal and Health Assistance Services. Clarified eligibility and selection criteria for the Health Assistance Services. Increased access to Universal and Health Assistance Services by the poor and vulnerable population.
	3.1.2. Establish clear coordination and referral mechanisms between the MOH	Categorize cases for referral between MOH and MoST. Define processes and instruments for the implementation of the referral	MoH – Department of Human Services and Family Affairs	2015	The development of the Referral Mechanisms does not require additional funding.	Clear coordination and referral mechanisms between the MOH and the MoST and between these and other relevant authorities. Increased protection for at risk

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	and the MoST and between these and other relevant authorities.	mechanisms.	– Department of Gender Relations MoST Royal St. Lucia Police Force, Judiciary System, Other relevant authorities.		However, if software developments are required either in the Health MIS or the SR, funding may be required.	and vulnerable population.
	3.1.3. Explore the possibility of including health variables as conditionalities for the delivery of cash subsidies.	Identify strategic low performance health indicators and explore the viability of including them as conditionalities in the PAP Programme. If conditionalities are agreed, define the necessary design and implementation arrangements (see 2.1.3).	MoH CSO MoST	2015	If conditionalities are considered viable, once defined, the conditionality implementation costs will have to be determined for each case as part of the viability analysis.	Improvement in selected health indicators.
	3.1.4. Develop and implement a Monitoring and Evaluation (M&E) Framework and System for the Health Assistance services.	Develop a Monitoring and Evaluation (M&E) Framework and System for the Health Assistance Services as established in 1.4.1. Integrate the Health Assistance M&E System into the wider Health M&E System.	MoH CSO	2015	The development of the Health Assistance M&E System and its integration into the wider Health M&E System has an estimated cost of \$10,000.	Managers and implementers utilize the Health Assistance M&E information to make decisions on policy design and implementation arrangements.
	3.1.5. Develop and implement a	Develop a comprehensive Communication Strategy for the Health Reform objectives, reach and adjusted	MoH	2015	The Health Communication Strategy has an	Increased awareness and utilization of the Universal and Health Assistance Services by the

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	comprehensive Health Reform Communication Strategy.	regulations, as established in 4.4.1. Ensure that adequate dialogue takes place between the MoH and the beneficiary households and the communities on the Health Assistance Services.			estimated cost of \$40,000.	poor and vulnerable population. Increased awareness of the Health System and Reform process by relevant audiences.
3.2. Rationalize reform and strengthen interventions and regulations concerning Education services.	3.2.1. Rationalize the Education Social Assistance Programmes, including those relating to School books, uniforms and transportation services.	Review the Education Social Assistance Programmes and identify duplication (in purpose, target population or coverage) and explore the possibility of rationalizing (closing, expanding, reducing, or merging) where duplication occurs. Re-define the framework for the Education Social Assistance Programmes, establishing the inter-relations among interventions. Based on the adjusted framework, assess the capacity of the agencies that are to deliver the remaining services and review the institutional arrangements necessary for their coordination and supervision at the Student Support Services Unit. Review and redefine the processes for each one of the remaining services, address existing bottlenecks, and produce Operations Manuals (OMs) with clear guidelines and instruments for each actor involved in implementation as established in 1.2.1.	MOE MoST	2015	The rationalization of the Education Social Assistance Programmes and the re-definition of their framework should be done as an internal MOE exercise. The development of the following tools and systems implies a financial effort: 1. Operations Manuals (OMs): the development of guidelines for each programme could be packaged under one consultancy with an estimated cost of \$15,000. 2. School Based Safety Net Capacity Building Plan (CBP): \$10,000.	Education Social Assistance Programmes rationalized and strengthened with improved services, wider coverage and increased efficiency in the utilization of available resources.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		Develop a Capacity Building Plan (CBP) for the Education Social Assistance Programmes as established in 1.3.1.				
	3.2.2. Implement the Early Childhood Development Policy and its minimum standards for service delivery.	<p>Institutionalize and expand the Roving Caregivers Programme (RCP) to national scale.</p> <p>Define the necessary mechanisms to increase access to Child Care Centres (CCC) for poor and vulnerable children from 3 to 5 years old, including the reduction of fees and ensuring priority for these children in public funded centres.</p> <p>Develop a Capacity Building Plan (CBP) for the expansion and standardization of the RCP and CCC services as established in 1.3.1.</p> <p>Undertake a Qualitative Assessment to identify the barriers to attendance to Day Care and ECD.</p> <p>Respond to the research findings and recommendations and sensitize parents to receive the RCP services and send their children to Child Care Centres.</p>	<p>MoE</p> <p>Public and private Child Care Centres</p> <p>MoST</p>	2017	<p>The MoE is defining the pace and cost for the progressive expansion of the RCP and the reduction of fees for the CCC. Costs need to be calculated.</p> <p>The CBP for the RCP and CCC Programmes can be undertaken by the MoE without additional funding requirements.</p> <p>The Qualitative Assessment has an estimated cost of \$15,000.</p>	<p>Increased number of licensed Early Childhood Centres complying with the new regulations and standards.</p> <p>Increased number of spaces in public Day Care Centres.</p> <p>Increased access to RCP and CCC for poor and vulnerable children.</p>
	3.2.3. Ensure access of vulnerable youth to preventive and promotive services	<p>Enhance coordination among complementary programmes to facilitate school to work transition.</p> <p>Prioritize vulnerable youth in the criteria</p>	<p>MoE</p> <p>MoST</p> <p>Ministry of</p>	2015	The development of these coordination mechanisms and agreements does not require additional	Increased number of vulnerable youth accessing second chance education trainings, skills and employment programmes.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	and reduce the number of at risk youth leaving school without skills, a job or a plan to obtain these.	selection of relevant second chance education, trainings, skills and employment programs.	Youth, Development and Sports		resources.	Increased number of youth leaving schools with relevant skills, employment or a plan to get these.
	3.2.4. Improve the targeting of Education Assistance Programs.	<p>Define which Education Assistance Programmes are to utilize the Common Targeting Mechanism (CTM) and Single Registry (SR) to identify their beneficiaries.</p> <p>Review the eligibility and selection criteria for each one of the selected programmes.</p> <p>Identify relevant variables to be included in the Common Targeting Mechanism (CTM) (see 1.1.2.) to select eligible households and individuals as beneficiaries of the Education Assistance Programmes.</p>	MoE MoST CSO	2016	Defining the programmes utilizing the CTM and SR and participating in the development of the mechanism and system should not require additional funding.	Increased access to Education Assistance services for poor and vulnerable children and youth.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	3.2.5. Explore the possibility of including education-related behavior as conditionalities for the delivery of cash subsidies and/or for the benefits to be transformed from in-kind to cash (or almost cash) benefits.	Identify strategic low performance education indicators (e.g. ECD enrollment and attendance, or secondary retention and completion) and explore the viability of including them as conditionalities in the PAP Programme. Explore the possibility of transforming into cash transfers or integrating into the PAP Programme various education interventions (Transportation Programme, Examination Fee Waivers, and School Feeding for secondary students). Develop the necessary design and implementation arrangements for service delivery (see 2.1.3.).	MoE CSO MoST	2014	Analyzing and defining conditionalities will not have additional costs. Once defined, the conditionality implementation costs will have to be determined for each case as part of the viability analysis.	Possible outcomes of implementing these initiatives: - Increased ECD enrollment and attendance - Increased Secondary School retention and completion - Increased efficiency in Education Assistance through reduction of administrative costs
	3.2.6. Develop and implement a Monitoring and Evaluation (M&E) System for the Education Assistance Programmes.	Develop and implement a Monitoring and Evaluation (M&E) Framework and System to assess the performance of Education Assistance Programmes as established in 1.4.1. Integrate the Education Assistance M&E System into the wider Education M&E System.	MoE	2015	The Education Assistance M&E Framework and System has an estimated cost of \$15,000.	Managers and implementers utilize the Education Assistance M&E information to make decisions on policy design and implementation arrangements.
	3.2.7. Develop and implement a comprehensive Education Assistance Communication Strategy.	Develop Communication Strategy for the Education Assistance Services as established in 4.4.1.	MoE	2014	The Education Communication Strategy has an estimated cost of \$15,000.	Increased awareness and utilization of the Education Assistance Services by the poor and vulnerable population. Increased access among poor and vulnerable children and youth to

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
						formal education (ECD, Primary, Secondary, job skills and training).
3.3. Rationalize reform and strengthen the interventions and regulations related to Employment services. An initial reform phase will adjust and ensure an adequate coordination among the public sector interventions. Other phases could take into account the work of private sector interventions and agencies of similar purpose.	3.3.1. Implement the Labour Market Information System (LMIS) to support evidence based decision making for employment initiatives and Active Labour Market Programmes (ALMPs) for the poor and vulnerable population.	<p>With support from ILO, implement the Labour Market Information System (LMIS).</p> <p>Undertake regular Labour Market Surveys.</p> <p>Produce periodic reports on data analysis related to economic growth and employment creation opportunities for the poor and vulnerable population.</p> <p>Collect and analyze all data disaggregated by gender and for different age groups.</p>	<p>MOE - Department of Labour</p> <p>NICE – Office of the Prime Minister</p> <p>SSDF</p> <p>NSDC</p> <p>Other ALMPs agencies</p>	2015	The implementation of the LMIS is funded by ILO.	The LMIS produces periodic and regular information to satisfy the ALMPs needs for programming interventions and strategies.
	3.3.2. Review the existing Active Labour Market Programs (ALMPs) and interventions (to rationalize, merge, reduce or expand).	<p>Undertake a Rapid Assessment (given the urgency of the matter) of the processes, effects and impacts of the main ALMPs interventions.</p> <p>Based on the results from the Rapid Assessment and additional basic information (target population, services, coverage, costs, etc.), define substitute and complementary ALMPs and determine which ones can be rationalized, merged, reduced or expanded.</p> <p>Adjust the ALMPs according to the decisions made and integrate them under a framework of services for</p>	<p>MoE - Department of Labour</p> <p>NICE – Office of the Prime Minister</p> <p>SSDF</p> <p>NSDC</p> <p>Other ALMPs agencies</p>	2015	<p>The Rapid Assessment has an estimated cost of \$20,000.</p> <p>The rationalization of existing programmes and the development of the framework must be undertaken by the various agencies involved in the sub-sector. However, external technical assistance can be sought to</p>	<p>Rationalized and more efficient ALMPs.</p> <p>Improved institutional arrangements for coordination and referral among the ALMP interventions and with other Social Protection agencies and interventions.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		<p>training, job creation, and job search that can facilitate coordination and referral mechanisms.</p> <p>Institutionalize the systematic utilization of all evidence and labour market Information (produced by the LMIS and other bodies) to make design and programming decisions for the ALMPs.</p>			support the process.	
	3.3.3. Review the targeting mechanisms of all Active Labour Market Programmes (ALMPs).	<p>Review and adjust the selection criteria and registration requirements of main ALMPs to enhance transparency and pro-poor focus.</p> <p>Explore the possibility of utilizing the CTM and SR to identify poor and vulnerable households and individuals as potential beneficiaries of the ALMPs (see 1.1.2.).</p> <p>Develop referral mechanisms among the ALMPs and between those and other Social Protection agencies and interventions.</p>	<p>MoE - Department of Labour</p> <p>NICE – Office of the Prime Minister</p> <p>SSDF</p> <p>NSDC</p> <p>Other ALMPs agencies</p>	2015	<p>Reviewing and adjusting the targeting mechanisms does not have additional costs.</p> <p>However, the utilization of the CTM and SR may require a joint funding effort among partnering agencies. As the Road Map for the CTM (see 1.1.2.) is developed the required actions and costs will be defined.</p>	<p>Increased transparency in the selection of beneficiaries of ALMPs.</p> <p>Increased access to ALMPs by poor and vulnerable population, especially young persons.</p>
	3.3.4. Develop Operations Manuals (OMs) for each ALMP with clearly defined procedures and instruments for selecting beneficiaries,	<p>Develop Operations Manuals (OMs) for each ALMP intervention as established in 1.2.1.</p> <p>Develop simplified Monitoring and Evaluation (M&E) mechanisms to assess performance and effects of the interventions, as established in 1.4.1.</p>	<p>MoE - Department of Labour</p> <p>NICE – Office of the Prime Minister</p> <p>SSDF</p>	2015	The development of each OM, including a simplified M&E mechanism has an estimated cost of \$10,000.	<p>Standardized quality process and programme efficiency for key ALMPs.</p> <p>Increased access to training and employment opportunities by the poor and vulnerable population, especially young persons.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	delivering services and undertaking Monitoring and Evaluation (M&E).	Regularly train all actors involved in the implementation of the ALMPs, utilizing the OM. Periodically review and up-date the OMs to integrate lessons learned and respond to new requirements.	NSDC Other ALMPs agencies			
	3.3.5. Develop a Capacity Building Plan (CBP) for each ALMP.	Develop a Capacity Building Plan (CBP) for each ALMP as established in 1.3.1. Implement the CBPs and ensure their periodic revision to adapt to new requirements.	MoE - Department of Labour NICE – Office of the Prime Minister SSDF, NSDC, Other ALMPs agencies	2017	Each CBP has an estimated cost of \$10,000.	Increased capacity of the ALMPs to provide quality services.
	3.3.6. Enhance awareness and utilization of ALMPs through a comprehensive Communication Strategy.	Develop and implement a comprehensive Communications Strategy for the ALMP's services and interventions as established in 4.4.1.	MoE - Department of Labour NICE – Office of the Prime Minister SSDF, NSDC, Other ALMPs agencies	2015	The ALMPs Communication Strategy has an estimated cost of \$20,000 over a 3 year period.	Increased demand for ALMPs services among the poor and vulnerable population. Increased awareness on ALMPs interventions and regulations.
	3.3.7. Increase coverage of the Contributory Pension Scheme.	Review and adjust the pension scheme regulatory framework. Define strategies to enforce the Contributory Pension Scheme's	MoST National Insurance Corporation	2019	The revision of the pension scheme regulatory framework has an estimated cost	Pension scheme regulatory framework reviewed and adjusted. Increased pension scheme coverage for different categories

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
		<p>coverage.</p> <p>Develop and implement a Communications Strategies to increase awareness and incentivize registration regular contributions to the Contributory Pension Scheme.</p> <p>Periodically review the effectiveness of the measures taken in order to adjust strategies and communication mechanisms.</p>	Ministry of Legal Affairs, Home Affairs and National Security		<p>of \$30,000.</p> <p>The Communication Strategy has an estimated cost of \$5,000 per year.</p>	(self-employed, fishermen, farmers etc.)

Priority area 4: Review and Develop the Institutional, Financial and Legal Frameworks for more Coordinated and Transformative Social Protection Services

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
4.1. Develop institutional arrangements and coordination mechanisms for Social Protection policy, management and implementation.	4.1.1. Define structures, roles and responsibilities at different levels for the global management and coordination of the National Social Protection Policy (NSPP).	<p>Define and designate the structures assigning clear roles and responsibilities for the management and coordination of the policy implementation:</p> <p>Create an Inter-ministerial Committee (under the Social Reform Council), responsible for giving policy guidance, discussing budget allocations and overseeing the progress and barriers faced in the implementation of the policy and its reform strategies.</p>	<p>MoST</p> <p>Ministry of Finance, Economic Affairs and Social Security</p> <p>All Social Protection ministries and agencies</p>	2014	No additional funding is required to undertake this strategy.	<p>Pertinent structures, roles and responsibilities for the management and coordination of the policy implementation clearly defined and functioning.</p> <p>Improved management and oversight of the Social Protection Policy implementation and reform process.</p>
	4.1.2. Standardize protocols, mechanisms and arrangements for	In line with the Social Protection Framework, develop mechanisms to enable referral among complementary interventions.	<p>MoST</p> <p>Ministry of Finance, Economic Affairs and</p>		The cost of developing the referral mechanisms is to be included in the development of the	<p>Operational referral mechanisms integrated in all relevant OMs.</p> <p>Poor and vulnerable households and individuals benefit from services within an integrated Social</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	effective coordination and referrals.	Develop processes and instruments for the defined referral mechanisms and integrate them into the Social Protection interventions' Operations Manuals (OMs).	Social Security All Social Protection ministries and agencies	2017	Operations Manuals (OMs).	Protection system.
	4.1.3. Define linkages and two-way referral mechanisms between the Social Protection system and services and the social welfare ones (family wellbeing, child protection, at risk youth, and gender-based violence support among other services).	Define referral mechanisms between the Social Protection services and the social welfare ones: Transit Home; Family Services; Therapeutic Centre; Women's Support Centre; Senior Citizens Home; Family Court; Boys Training Centre; Care; Upton Garden Girls; Probation Services and the Crisis Centre. Establish an Inter-institutional Committee to define the necessary links, the processes and instruments that will facilitate the referral mechanisms between the Social Protection services and the social welfare ones.	MoST All Social Protection ministries and agencies MoH – Department of Human Services and Family Affairs – Department of Gender Relations Royal St. Lucia Police Force	2016	The definition of linkages required does not require additional funding. However, consultancy services could be contracted to develop the specific mechanisms and instruments: \$30,000.	Clear referral mechanisms between the Social Protection system and services and the social welfare ones in place. Increased access to adequate services for the vulnerable population.
4.2 Review and further develop the legal framework and the regulations for Social Protection.	4.2.1. Review the legal framework for delivering Social Protection services and develop a Social Protection Act.	In line with the assessment of the Social Assistance and the Poverty Reduction Fund (PRF) Acts (see 2.1.8.), develop a legal framework to facilitate the coordination environment to reduce poverty and rationalize the legal instruments existing and respond to the needs of the National Social Protection Policy (NSPP).	Ministry of Legal Affairs, Home Affairs and National Security Other relevant authorities	2016	The development of the Social Protection Act has an estimated cost of \$50,000.	Legal framework for Social Protection developed and adopted.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	4.2.2. Enhance equity in the access to Legal Aid Services.	<p>Assess and identify the existing Legal Aid Services and take action to diminish barriers to access to Legal Aid Services by the poor and vulnerable. Define legal services are to be provided, its terms as part of the Family Wellbeing Services to the poor and vulnerable.</p> <p>Develop and implement a Capacity Building Plan (CBP) to strengthen the provision of Legal Aid Services.</p> <p>Periodically review the effectiveness and user satisfaction of the Legal Aid Services and adjust their provision.</p>	<p>MoH – Department of Human Services and Family Affairs – Department of Gender Relations</p> <p>Ministry of Legal Affairs, Home Affairs and National Security</p>	2014	The assessment and the development of the CBP have an estimated cost of \$20,000.	Increased number of poor and vulnerable population accessing legal services.
4.3. Develop a sound and sustainable financial system for Social Protection.	4.3.1. Develop sound financial mechanisms for Social Protection interventions.	<p>Assess the financial structure and process requirements of the Social Protection interventions.</p> <p>Define the necessary adjustments to the financial structures and mechanisms required for the Social Protection interventions (see an example in 2.1.5.).</p> <p>Create a Social Protection expenditure reporting system.</p> <p>Enhance financial and programme accountability and control mechanisms for all Social Assistance interventions.</p>	<p>MoST</p> <p>Ministry of Finance, Economic Affairs and Social Security</p> <p>All Social Protection ministries and agencies</p>	2015	The assessment and adjustment of the financial mechanisms can be undertaken by the Ministry of Finance on coordination with the Social Protection agencies. These activities do not require additional funding.	<p>Timely resource availability for main Social Protection interventions.</p> <p>Periodic and transparent Social Protection expenditure and accountability reports.</p>

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	4.3.2. Identify and undertake research to support Social Protection financial and technical decision making.	Undertake an assessment of the financial implications of the reforms defined under this policy and the specific financial needs for each agency and intervention over time. Finalize the Budget Analysis for Investment in Children (Health, Education, Child Protection and Social Protection sectors). Finalize the Fiscal Space Analysis for the Social Protection Floor in Saint Lucia.	MoST Ministry of Finance, Economic Affairs and Social Security All Social Protection ministries and agencies	2016	These pieces of research have full technical and financial support from UNICEF.	Financial implications and needs of the reform identified and fulfilled. Social Protection Budget analysis utilized to make decisions on subsequent planning cycles. Fiscal Space analysis utilized to determine alternative funding sources.
	4.3.3. Identify potential funding sources and define a strategy to sustain and increase the Social Protection expenditure over time.	Explore the possibility of adhering to counter-cyclical fiscal policy in Social Assistance spending. Explore different fiscal policy options to finance the Social Protection expenditure. Define a strategy to sustain and increase the Social Protection expenditure over time.	MoST Ministry of Finance, Economic Affairs and Social Security All Social Protection ministries and agencies	2016	A regular budget allocation of (minimum) \$5,000 per year is required to undertake the fundraising strategies.	Strategy to maintain the value of budgetary allocations defined based on analysis of possibilities and evidence. Social Protection budgetary allocation in line with OECS countries. Social Protection including sustainable strategies and private actors to ensure that non-poor do not fall into poverty.
4.4. Develop effective communication strategies for the implementation of the Social	4.4.1. Enhance general awareness on the Social Protection Policy and its interventions.	Develop and implement a comprehensive Communication Strategy to inform different audiences about the Social Protection Policy and its adjusted interventions. Possible audiences include: - Potential beneficiary households and communities	MoST Ministry of Finance, Economic Affairs and Social Security Ministry of	2017	The development and implementation of the Social Protection Communication Strategy has an estimated cost of \$45,000.	Increased awareness on the National Social Protection Policy. Increased awareness on interventions and regulations among different audiences.

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
Protection Policy.		<ul style="list-style-type: none"> - Civil servants and Government Officials and political structures - Civil society, media and non-state actors <p>Define clear targets and milestones for the Communication Strategy and develop an M&E Framework to periodically assess their progress and performance and react to findings and results.</p> <p>This strategy and its activities are proposed for the following interventions:</p> <ul style="list-style-type: none"> - The PAP and Koudmen (2.1.9.) Programmes - The emergency response and housing interventions (2.2.2.) - The Health Reform (3.1.5.) - The Education Social Assistance Programmes (3.2.7.) - The ALMPs (3.3.6.) <p>Avoid duplication and ensure dialogue and coherence between each institutional communication strategy and the Social Protection Policy one.</p>	<p>Public Service, Information and Broadcasting</p> <p>All Social Protection ministries and agencies</p>			
	4.4.2. Establish channels to receive, treat, and react to beneficiary and community requirements for Social Protection	Define participatory channels for beneficiaries and communities and ensure dialogue among stakeholders to increase effectiveness, quality, accountability and ownership of the Social Protection Policy and its interventions.	<p>MoST</p> <p>Ministry of Finance, Economic Affairs and</p>	2017	A regular budget allocation of (minimum) \$9,000 per year is required to support the operation of the Civil Society Platform for Social	Increased ownership and participation of the civil society, Social Protection Beneficiaries and Communities in Social Protection Policy and programme design and resultant improved effectiveness.

Saint Lucia Social Protection Policy

Objectives	Strategies	Activities	Stakeholders	End Date	Budget	Outputs and outcomes
	Interventions.	Create a Civil Society Platform for Social Protection as a consultative and information-sharing body for Social Protection policy and programme design in Saint Lucia.	Social Security Ministry of Public Service, Information and Broadcasting All Social Protection ministries and agencies		Protection and other participatory spaces.	

Monitoring and Evaluation Framework

Phase 1: 2014-2019

Priority Area 1: Modernize the Social Protection systems and strengthen the capacity to deliver services in an efficient and effective way.			
Strategies	Outputs and outcomes	Indicators	Periodicity
1.1.1. Review the existing Social Protection interventions (to rationalize, merge, reduce or expand) and re-define their target population as part of a harmonized Framework.	A revised and harmonized Social Protection Framework with clear target groups and selection criteria for all key Social Protection interventions. Poor and vulnerable groups benefit from integrated Social Protection services.	<ul style="list-style-type: none"> • A revised and harmonized Social Protection Framework with clearly defined interventions for each vulnerable group in place. • Percentage of poor and vulnerable population covered by the Social Protection System. 	Yearly
1.1.2. Increase objectivity and transparency of the beneficiary selection and registration processes for all key Social Protection interventions.	A more efficient, transparent and effective targeting mechanism for the main Social Protection interventions in place. Reduced inclusion and exclusion errors in key Social Protection interventions.	<ul style="list-style-type: none"> • Number of planned Social Protection interventions effectively utilizing the Common Targeting Mechanism (CTM) and Single Registry (SR) to select and record their beneficiaries. • Percentage of beneficiaries of key Social Protection interventions that are not among eligible households according to the adjusted SL-NET and the relevant threshold for a particular programme. <p>To be measured for each key Social Protection intervention utilizing a random selection of beneficiaries.</p>	Yearly
1.1.3. Design and develop a Management Information System (MIS) to work as Single Registry (SR) for all key Social Protection Interventions.	The main Social Protection interventions utilize a unified and efficient Beneficiary Registration mechanism. Poor and vulnerable households benefit from more than one Social Protection intervention (as established in the Social Protection Framework) through the SR where appropriate	<ul style="list-style-type: none"> • Percentage of total Social Protection beneficiary households that benefit from more than one (1) key Social Protection intervention (as established in the Social Protection Framework) through the SR. To be disaggregated by geographic area. 	Every three (3) years Yearly

1.2.1. Develop Operations Manuals (OM) for all major Social Protection Interventions.	<p>Systematized processes for all actors involved in the implementation of the Social Protection interventions.</p> <p>Homogeneous service delivery across Social Protection interventions.</p> <p>Opportunities for fraud and differences in interpretation minimized for all Social Protection interventions.</p>	<ul style="list-style-type: none"> • Number (and percentage) of Social Protection interventions that have an up-dated Operations Manual (OM). • Percentage of identified key actors effectively trained utilizing the Operations Manual’s guidelines and instruments (for each priority programme). 	<p>Yearly</p> <p>Yearly</p>
1.3.1. Undertake institutional assessments and develop Capacity Building Plans (CBPs) for all key social Protection interventions and agencies.	<p>Strengthened Social Protection agencies and institutions for more efficient and effective service delivery.</p>	<ul style="list-style-type: none"> • Percentage of Capacity Building Plan (CBP) activities effectively implemented per year (for each key agency and/or intervention). 	<p>Yearly</p>
1.3.2. Develop a Capacity Building Plan (CBP) to strengthen the M&E and research for Social Protection.	<p>Strengthened CSO coordinating Social Protection Research and M&E activities and functions and providing the necessary support to the Social Protection agencies and institutions.</p> <p>Key technicians, policy makers and programme managers with the capacity to utilize relevant evidence based information for policy and programme decision making.</p>	<ul style="list-style-type: none"> • Number of key technicians, policy makers and programme managers who have been trained on M&E and Evidence Based Decision Making per year (for each key agency and/or intervention). 	<p>Yearly</p>
1.4.1. Develop specific research plans, and Monitoring and Evaluation (M&E) Systems for improved evidence based decision making processes for all key Social Protection interventions.	<p>Systematic production of pertinent M&E data, research and analysis for Social Protection policy and programming decision making.</p>	<p>Number of key Social Protection interventions with a functional M&E System that produces quarterly reports and utilizes them for day-to-day decision making (documented in quarterly reports and Agency minutes).</p>	<p>Yearly</p>

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Priority Area 2: Rationalize, reform and strengthen the Protective Interventions and Strategies

Strategies	Outputs and outcomes	Indicators	Periodicity
2.1.1. Define and harmonize the PAP and Koudmen service delivery.	Clearly defined services to be delivered by the PAP and Koudmen Programmes. Processes defined and instruments developed for referral and joint service delivery between PAP and Koudmen Programmes. Clear referral and joint delivery mechanisms developed and implemented regularly with other Social Protection interventions.	<ul style="list-style-type: none"> • Approved official written agreement on services to be delivered by PAP and Koudmen Programmes. To be disaggregated (at least) by geographic area, gender, and age). • Percentage of Koudmen beneficiaries that benefit from PAP 's services (review against defined targets). To be disaggregated by geographic area. • Percentage of PAP beneficiary households that is classified as poor (according to the adjusted SL-NET and other poverty indicators). To be disaggregated by geographic area. 	Yearly Yearly Yearly
2.1.2. Enhance the pro-poor, gender-responsive and child sensitive focus of the PAP and Koudmen	The PAP and Koudmen Programmes utilize a more objective, pro-poor, gender and child sensitive targeting mechanism. The poorest and most vulnerable households eligible for PAP and Koudmen are progressively covered by the two	<ul style="list-style-type: none"> • Percentage of Koudmen beneficiary households that is classified as extreme poor (according to the adjusted SL-NET and other poverty indicators). To be disaggregated by geographic area. 	Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
Programmes (see 1.1.3.).	interventions.	<ul style="list-style-type: none"> • Percentage of PAP beneficiary households that have children under 18 years old. • Percentage of Koudmen beneficiary households that have children under 18 years old. 	Yearly Yearly
2.1.3. Improve the efficiency and effectiveness of the PAP Programme.	<p>Clear management and implementation structures for PAP Programme defined and implemented.</p> <p>Clearly defined processes and instruments for all actors involved in the implementation of the PAP Programme.</p> <p>Homogeneous training procedures, instruments and processes for delivering quality services under the PAP Programme.</p> <p>PAP administrative and implementation structures have the capacity to implement the programme in an efficient and effective way.</p> <p>If agreed appropriate, clearly defined conditionalities for the PAP Programme with established procedures and instruments for their implementation.</p> <p>Increased access to key social services and human capital investments among the poor and vulnerable households.</p>	<ul style="list-style-type: none"> • Percentage of identified PAP actors periodically trained utilizing the Operations Manual (OM) for every programme cycle operation: 	Every six months

Strategies	Outputs and outcomes	Indicators	Periodicity
<p>2.1.4. Develop additional modules in the Management Information System (MIS) to support the PAP processes.</p>	<p>Automated MIS modules process all main operations of the PAP Programme in a transparent, homogeneous and efficient way.</p> <p>The MIS supports PAP’s roll-out and scale-up process.</p>	<ul style="list-style-type: none"> • Number of PAP operations effectively processed by the MIS: <ul style="list-style-type: none"> • Targeting, exit and re-certification • Registration • Payment • Co-responsibilities and Conditionalties • Grievances, Complaints and Case management • M&E • Reporting 	<p>Every six (6) months</p>
<p>2.1.5. Review the benefits provided by the PAP Programme and regularize the delivery of payments.</p>	<p>Pertinent PAP benefits delivered with the expected periodicity.</p> <p>PAP benefits adjusted according to inflation.</p>	<ul style="list-style-type: none"> • Percentage of monthly (or bi-monthly) payments effectively delivered to the beneficiary households on time. • Average per capita value of PAP benefits as percentage of adult per capita monthly food poverty line. 	<p>Every six (6) months Yearly</p>
<p>2.1.6. Develop a Monitoring and Evaluation (M&E) System and Research Agenda for the PAP Programme.</p>	<p>An M&E System producing periodic reports for decision making.</p> <p>The Process and Impact Evaluation Results provide input for the adjustment of the PAP Programme, the definition of its Scale-up Plan and the advocacy strategy for the allocation of the</p>	<ul style="list-style-type: none"> • Percentage of monthly PAP M&E reports that are utilized to take action on every recurrent operations: <ul style="list-style-type: none"> - Payment - Co-responsibilities and conditionalities 	<p>Every six (6) months</p>

Strategies	Outputs and outcomes	Indicators	Periodicity
	required funding.	<ul style="list-style-type: none"> - Grievances, Complaints and Case management - M&E <p>The actions and decisions are to be documented in signed management meeting minutes.</p>	
<p>2.1.7. Improve the efficiency and effectiveness of the Koudmen Programme.</p>	<p>Improved and clear links and procedures for the Koudmen beneficiaries to access established developmental services.</p> <p>Clear management and implementation structures for the Koudmen Programme.</p> <p>Clearly defined processes and instruments for all actors involved in the implementation of the Koudmen Programme.</p> <p>Homogeneous training procedures, instruments and processes for delivering quality services under the Koudmen Programme.</p> <p>Koudmen administrative and implementation structures have the capacity to implement the programme in an efficient and effective way.</p> <p>Reduction of indigence and improvement in selected Pillar variables.</p>	<ul style="list-style-type: none"> • Percentage of identified Koudmen actors trained using the Operations Manuals guidelines and instruments per year. • Percentage of Koudmen beneficiaries who fulfill the requirements of all Pillars and exit indigence To be disaggregated by geographic area. 	<p>Every six (6) months</p> <p>Yearly</p>
<p>2.1.8. Identify the need of a legal reform and the possible revision of the Public Assistance and Poverty Reduction Fund (PRF) Acts (see 4.2.2.).</p>	<p>New or amended PAP, Poverty Reduction Fund (PRF), and Social Protection Acts approved and implemented.</p>	<p>An up-dated legislative reform in place (PAP, PRF and Social Protection Acts) approved and facilitating programme implementation.</p>	<p>Yearly</p>
<p>2.1.9. Develop and</p>	<p>Increased awareness among PAP and Koudmen beneficiary</p>	<ul style="list-style-type: none"> • Level of knowledge about the PAP and Koudmen 	

Strategies	Outputs and outcomes	Indicators	Periodicity
implement comprehensive Communication Strategies to inform different audiences about the adjusted PAP and Koudmen Programmes and services.	households and other pre-defined audiences and stakeholders about programme rules, objectives and procedures.	Programmes among key actors (a 5- to 10-question survey to assess information and knowledge on each programme is applied to a random sample of representatives for each cluster audience: beneficiaries, communities, civil servants and general public).	Yearly
2.2.1. Review, reform and strengthen the emergency response services and interventions.	<p>Clearly defined emergency services and interventions for the most recurrent emergency and disaster situations.</p> <p>Clearly defined target population for the most recurrent emergency and disaster situations.</p> <p>Stronger coordination and improved emergency response.</p> <p>Strengthened, efficient and effective emergency response agencies.</p> <p>More informed and prepared actors for recurrent emergency situations.</p>	<ul style="list-style-type: none"> • Percentage of affected vulnerable population receiving assistance during each emergency situation. 	Yearly
2.2.2. Strengthen the housing and basic services programmes for the poor and vulnerable population.	<p>Increased ownership and/or tenure of land and housing for the poor and vulnerable population.</p> <p>Improved and increased coverage of the water, sanitation and electricity services for the poor and vulnerable population.</p> <p>Improved and increased access to roads and pathways for the poor and vulnerable population.</p> <p>Reduction of at risk housing.</p> <p>Efficient and effective emergency housing interventions.</p>	<ul style="list-style-type: none"> • Percentage of poor and vulnerable households registered in the SR that: <ul style="list-style-type: none"> - Own their land and house - Have access to water and sanitation and electricity services - Have access to quality roads <p>To be disaggregated (at least) by geographic area.</p> <ul style="list-style-type: none"> • Percentage of emergency affected households that benefit from (pre-defined) emergency housing services. 	<p>Yearly</p> <p>Yearly</p>

Priority area 3: Rationalize, reform and strengthen the Preventive and Promotive Interventions and strategies.

Strategies	Outputs and outcomes	Indicators	Periodicity
3.1.1. Define the Universal and Health Assistance Services and improve the targeting mechanisms utilized by the Health System.	Clearly defined universal and Health Assistance Services. Clarified eligibility and selection criteria for the Health Assistance Services. Increased access to Universal and Health Assistance Services by the poor and vulnerable population.	<ul style="list-style-type: none"> • For each Health Social Assistance service: Percentage of eligible poor and vulnerable households, identified by the CTM as potential beneficiaries, and registered in the SR that access the service. <p>To be disaggregated (at least) by geographic area, gender, and age.</p> <ul style="list-style-type: none"> • Percentage of poor households accessing specific free universal health services. <p>To be disaggregated (at least) by geographic area, gender, and age.</p>	Yearly Yearly
3.1.2. Establish clear coordination and referral mechanisms between the MOH and the MoST and between these and other relevant authorities.	Clear coordination and referral mechanisms between the MOH and the MoST and between these and other relevant authorities. Increased protection for at risk and vulnerable population.	<ul style="list-style-type: none"> • Number of Family Based Violence and Abuse cases identified for referral within the Health System. • Percentage of Family Based Violence and Abuse cases that were referred through the Health System out of the total number of Family Based Violence and Abuse cases registered. 	Yearly Yearly
3.1.3. Explore the possibility of including health variables as conditionalities for the delivery of cash subsidies.	Improvement in selected health indicators. To be selected according to the PAP or cash transfer programmes design parameters.	<ul style="list-style-type: none"> • Change in selected health indicators (e.g. morbidity, U5 mortality, maternal mortality, malnutrition, vaccination, growth monitoring attendance and access to Vitamin A supplement). 	Yearly
3.1.4. Develop and implement a Monitoring and Evaluation (M&E) Framework and System	Managers and implementers utilize the Health Assistance M&E information to make decisions on policy design and implementation arrangements.	<ul style="list-style-type: none"> • Percentage of monthly M&E reports that are utilized to take action for improvement of the Health Assistance Services. <p>The actions are to be documented in signed</p>	Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
for the Health Assistance services.		management meeting minutes.	
3.1.5. Develop and implement a comprehensive Health Reform Communication Strategy.	<p>Increased awareness and utilization of the Universal and Health Assistance Services by the poor and vulnerable population.</p> <p>Increased awareness of the Health System and Reform process by relevant audiences.</p>	<ul style="list-style-type: none"> Level of knowledge about the Free Universal Health services and the Health Social Assistance Services for key actors (a 5- to 10-question survey to assess information and knowledge is applied to a random sample of representatives for each cluster audience: beneficiaries, communities, doctors, nurses, civil servants and general public). 	Yearly
3.2.1. Rationalize the Education Social Assistance Programmes.	Education Social Assistance Programmes rationalized and strengthened with improved services, wider coverage and increased efficiency in the utilization of available resources.	<ul style="list-style-type: none"> Percentage increase or decrease in beneficiary (for each remaining Education Assistance service) To be disaggregated (at least) by geographic area, gender, and age). Total per capita cost of the remaining services (to be compared with previous year per-capita cost). Administrative per capita cost of the remaining services (to be compared with previous year per-capita cost). 	Yearly Yearly Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
<p>3.2.2. Implement the Early Childhood Development Policy and its minimum standards for service delivery.</p>	<p>Increased number of licensed Early Childhood Centres complying with the new regulations and standards.</p> <p>Increased number of spaces in public Day Care Centres.</p> <p>Increased access to RCP and CCC for poor and vulnerable children.</p>	<ul style="list-style-type: none"> • Number of licensed Early Childhood Centres complying with the new regulations and standards out of total Early Childhood Centres. • Percentage of children benefiting from the RCP who are registered as living in poor and vulnerable households in the SR. <p>To be disaggregated (at least) by geographic area, gender, and age).</p> <ul style="list-style-type: none"> • Percentage of children attending CCC that are registered as living in poor and vulnerable households in the SR. <p>To be disaggregated (at least) by geographic area, gender, and age).</p>	<p>Yearly</p> <p>Yearly</p> <p>Yearly</p>
<p>3.2.3. Ensure access of vulnerable youth to preventive and promotive services and diminish the number of at risk youth leaving school without skills, a job or a plan to obtain it.</p>	<p>Increased number of vulnerable youth accessing second chance education trainings, skills and employment programmes.</p> <p>Increased number of youth leaving schools with relevant skills, an employment or a plan to get these.</p>	<ul style="list-style-type: none"> • Percentage of poor and vulnerable youth (registered in poor and vulnerable households in the SR) who access the second chance education trainings, skills and employment programmes out of total youth registered in second chance education trainings, skills and employment programmes per period (to be measured for every relevant programme). <p>To be disaggregated (at least) by geographic area, gender, and age).</p>	<p>Every six (6) months</p>
<p>3.2.4. Improve the targeting of Education Assistance Programs.</p>	<p>Increased access to Education Assistance services for poor and vulnerable children and youth.</p> <p>Key programmes:</p>	<ul style="list-style-type: none"> • For each relevant Education Assistance service: Percentage of potential Education Assistance beneficiaries identified through the Common Targeting 	<p>Every six (6)</p>

Strategies	Outputs and outcomes	Indicators	Periodicity
	Government funded agencies delivering school books, uniforms and transportation services, ECD services (RCP and CCC), School Feeding, Exam Fee Waivers for Poor Students, and the After School Community Programme.	Mechanism (CTM) and registered in the Single Registry (SR) who are benefiting from specific Education Assistance services. To be measured for each relevant service and disaggregated (at least) by district, schools, age, gender.	months
3.2.5. Explore the possibility of including education variables and services as conditionalities for the delivery of cash subsidies or be transformed from in-kind to cash (or almost cash) benefits.	Possible outcomes of implementing these initiatives: - Increased ECD enrollment and attendance - Increased Secondary School retention and completion - Increased efficiency at the MoE through the reduction of administrative costs for managing the Transportation Programme, the Examination Fee Waivers and the School Feeding Programme for secondary students	<ul style="list-style-type: none"> • Possible indicators: <ul style="list-style-type: none"> - Change in ECD enrollment and attendance - Variation in Increased Secondary School retention and completion - Variation in administrative costs for key Education Assistance Programmes - Variation in perception of stigma related to key Education Assistance Programmes <p>To be disaggregated (at least) by geographic area, gender, and age).</p>	Yearly
3.2.6. Develop and implement a Monitoring and Evaluation (M&E) System for the Education Assistance Programmes.	Managers and implementers utilize the Education Assistance M&E information to make decisions on policy design and implementation arrangements.	<ul style="list-style-type: none"> • Percentage of monthly M&E reports that are utilized to take action for improvement of the Education Assistance Services. • The actions are to be documented in signed management meeting minutes. 	Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
<p>3.2.7. Develop and implement a comprehensive Education Assistance Communication Strategy.</p>	<p>Increased awareness and utilization of the Education Assistance Services by the poor and vulnerable population.</p> <p>Increased access among poor and vulnerable children and youth to formal education (ECD, Primary, Secondary, job skills and training).</p>	<ul style="list-style-type: none"> • Level of knowledge about the Education Assistance Services for key actors (a 5 to 10 questions survey to assess information and knowledge is applied to a random sample of representatives for each cluster audience: beneficiaries, communities, teachers, civil servants and general public). 	<p>Yearly</p>
<p>3.3.1. Implement the Labour Market Information System (LMIS) to support evidence-based decision making for employment initiatives and Active Labour Market Programmes (ALMPs) for the poor and vulnerable population.</p>	<p>The LMIS produces periodic and regular information to satisfy the ALMPs needs for programming interventions and strategies.</p>	<ul style="list-style-type: none"> • Percentage of reports produced on each Active Labour Market Programme (ALMP) that is effectively utilized to make decisions on their supply and operation (training, job search assistance, business development, and microfinance services). 	<p>Yearly</p>
<p>3.3.2. Review the existing Active Labour Market Programs (ALMPs) and interventions (to rationalize, merge, reduce or expand).</p>	<p>Rationalized and more efficient ALMPs.</p> <p>Improved institutional arrangements for coordination and referral among the ALMP interventions and with other Social Protection agencies and interventions.</p>		<p>Every six (6) months</p>
<p>3.3.3. Review the targeting mechanisms of all Active Labour Market Programmes (ALMPs).</p>	<p>Increased transparency in the selection of beneficiaries of ALMPs.</p> <p>Increased access to ALMPs by poor and vulnerable</p>		<p>Every six</p>

Strategies	Outputs and outcomes	Indicators	Periodicity
	population, especially young persons.	<ul style="list-style-type: none"> Percentage of beneficiaries of each major ALMP who are registered in the SR. 	(6) months
3.3.4. Develop Operations Manuals (OMs) for each ALMP with clearly defined procedures and instruments for selecting beneficiaries, delivering services and undertaking Monitoring and Evaluation (M&E).	<p>Standardized quality process and programme efficiency for key ALMPs.</p> <p>Increased access to training and employment opportunities by the poor and vulnerable population, especially young persons.</p>	To be disaggregated (at least) by geographic area, gender, and age).	Yearly
3.3.5. Develop a Capacity Building Plan (CBP) for each ALMP.	Increased capacity of the ALMPs to provide quality services.	<ul style="list-style-type: none"> Percentage of ALMPs beneficiaries who are employed within a six (6) month period after finalizing the intervention. 	
3.3.6. Enhance awareness and utilization of ALMPs through a comprehensive Communication Strategy.	<p>Increased demand of ALMPs services among the poor and vulnerable population.</p> <p>Increased awareness on ALMPs interventions and regulations.</p>	To be disaggregated (at least) by geographic area, gender, and age).	
3.3.7. Improve and increase coverage of the Contributory Pension	<p>Pension scheme regulatory framework reviewed and adjusted.</p> <p>Increased pension scheme coverage for different categories</p>	<ul style="list-style-type: none"> Level of knowledge about the Active Labour Market Services for key actors (a 10- to 15-question survey to assess information and knowledge is applied to a random sample of unemployed poor persons, Civil Servants, and the General Public). <ul style="list-style-type: none"> Percentage of working population that contributes regularly to the National Insurance Scheme <p>To be measured for formal and informal sector and</p>	

Strategies	Outputs and outcomes	Indicators	Periodicity
Scheme.	(employees, self-employed, etc.)	different segments of the desired target population. To be disaggregated (at least) by geographic area, gender, and age).	

Priority area 4: Review and develop the institutional, financial and legal frameworks for more coordinated and transformative Social Protection services

Strategies	Outputs and outcomes	Indicators	Periodicity
4.1.1. Define structures, roles and responsibilities at different levels for the global management and coordination of the National Social Protection Policy (NSPP).	Pertinent structures, roles and responsibilities for the management and coordination of the policy implementation clearly defined and functioning. Improved management and oversight of the Social Protection Policy implementation and reform process. Availability of funding for the implementation of the Policy and the reform process.	<ul style="list-style-type: none"> Percentage of Specific Objectives of the 5 year Plan of Action achieved (Inter-Ministerial Committee level) Percentage of Annual Work Plan activities undertaken (for each Priority Area) 	Yearly Yearly
4.1.2. Standardize protocols, mechanisms and arrangements for effective coordination and referrals.	Operational referral mechanisms integrated in all relevant OMs. Poor and vulnerable households and individuals benefit from an integrated Social Protection System.	<ul style="list-style-type: none"> Number (and percentage) of referrals that end in the registration of new beneficiaries (for each key Social Protection intervention). 	Yearly
4.1.3. Define referral mechanisms between the Social Protection	Clear referral mechanisms between the Social Protection system and services and the social welfare ones in place. Increased access to adequate services for the vulnerable	<ul style="list-style-type: none"> Number (and percentage) of social welfare services that have clear referral mechanisms to the Social Protection system and services. 	Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
services and the social welfare ones.	population.	<ul style="list-style-type: none"> • Number (and percentage) of referrals effectively processed (between the Social Protection system and services and the social welfare ones). 	Yearly
4.2.1. Review the legal framework for delivering Social Protection services and develop a Social Protection Act.	Legal framework for Social Protection developed and adopted.	<ul style="list-style-type: none"> • Social Protection Act approved. 	Yearly
4.2.2. Enhance equity in the access to Legal Aid Services.	Increased number of poor and vulnerable population accessing legal services.	<ul style="list-style-type: none"> • Identified demand for Legal Aid services as percentage of the services effectively provided (or the capacity available to provide the service). 	Every six (6) months
4.3.1. Develop sound financial mechanisms for Social Protection interventions.	<p>Timely resource availability for main Social Protection interventions.</p> <p>Periodic and transparent Social Protection expenditure and accountability reports.</p> <p>Sustained or increased budget allocations for good performance (based on evidence) Social Protection interventions.</p>	<ul style="list-style-type: none"> • Percentage of requested funding on the 5 year Plan of Action effectively allocated • Percentage of requested funding on the 5 year Plan of Action effectively allocated (for each Priority Area) 	Yearly Yearly

Strategies	Outputs and outcomes	Indicators	Periodicity
<p>4.3.2. Identify and undertake specific pieces of research to support Social Protection financial and technical decision making.</p>	<p>Financial implications and needs of the reform identified and fulfilled.</p> <p>Social Protection Budget analysis utilized to make decisions on subsequent planning cycles.</p> <p>Fiscal Space analysis utilized to determine alternative funding sources.</p>	<ul style="list-style-type: none"> Number (and percentage) of planned pieces of research that are undertaken and utilized to support Social Protection financial and technical decision making out of total planned pieces of research. 	<p>Yearly</p>
<p>4.3.3. Identify potential funding sources and define a strategy to sustain and increase the Social Protection expenditure over time.</p>	<p>Strategy to maintain the value of budgetary allocations defined based on analysis of possibilities and evidence.</p> <p>Social Protection budgetary allocation in line with OECS countries.</p> <p>Social Protection including sustainable strategies and private actors to ensure that non-poor do not fall into poverty.</p>	<ul style="list-style-type: none"> Change (in percentage) of Social Protection budgetary allocation in comparison with previous year. Social Protection budget allocation as a percentage of the recommended Social Protection budget allocation for OECS countries. 	<p>Yearly</p> <p>Yearly</p>
<p>4.4.1. Enhance general awareness on the Social Protection Policy and its interventions.</p> <p>A transformative component that enhances equity and promotes behavioral change</p>	<p>Increased awareness on the National Social Protection Policy.</p> <p>Increased awareness on interventions and regulations among different audiences.</p>	<ul style="list-style-type: none"> Percentage of Social Protection Communication Strategy targets and milestones achieved as established in its M&E Framework. Level of knowledge about the Social Protection Policy and its interventions (a 5 to 10 questions survey to assess information and knowledge is applied to a random sample of representatives for each cluster audience: beneficiaries, communities, civil servants and general public). 	<p>Yearly</p>
<p>4.4.2. Establish channels to receive, treat, and react to beneficiary and</p>	<p>Increased ownership and participation of the civil society, Social Protection Beneficiaries and Communities in Social Protection Policy and programme design.</p>	<ul style="list-style-type: none"> Percentage of Social Protection interventions that have established a participatory channel with the beneficiary households or individuals. 	<p>Yearly</p>

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Strategies	Outputs and outcomes	Indicators	Periodicity
community requirements for Social Protection Interventions.		<ul style="list-style-type: none">• Number of Civil Society Platform for Social Protection meetings effectively undertaken and where feedback is provided by the participants.	Yearly

