

Distr. RESTRICTED
CRS/2007/DP.5

ORIGINAL: ENGLISH

SECOND INTERNATIONAL DECADE FOR THE ERADICATION OF COLONIALISM

Caribbean Regional Seminar on the implementation of the Second
International Decade for the Eradication of
Colonialism: next steps in decolonization

St. George's, Grenada
22 to 24 May 2007

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United Nations Development Programme
(UNDP/Barbados and OECS countries)

DISCUSSION PAPER

Role of the United Nations system in providing developmental assistance to Non-Self-Governing Territories: presentation by the United Nations Development Programme – Grenada 22-24 May 2007

It is again a distinct honour to participate in the 2007 Caribbean Regional Seminar on the implementation of the Second International Decade for the Eradication of Colonialism: Next Steps in Decolonization.

I was fortunate to be present at the Canouan Caribbean Regional Seminar which assessed the implementation of the Second International Decade for the Eradication of Colonialism. At that meeting, I presented on behalf of the Caribbean Oversight Unit - Regional Bureau of Latin America and Caribbean, the contribution and work of the UNDP Caribbean Offices, with specific reference to the Governance Programme of UNDP Barbados Sub-Regional Office which serves 10 Caribbean Small Island Developing States.

It is accepted by the Members of the Special Committee of 24, that UNDP corporately through its field offices has, over the years, consistently supported the UN decolonization mandate and resolutions with the provision of technical assistance inputs and expertise. I wish to assure this meeting that this remains a firm platform of assistance.

At the Canouan meeting, it was noted that the Caribbean Non-Self Governing Territories accessed UNDP support for the implementation of in-country policy level support and capacity building processes. This

support is placed within UNDP's global programme framework of www.undp.org, the centerpiece of which is the pledge of world leaders to achieve the Millennium Development Goals with the overarching goal of reducing poverty in half by 2015.

Again I remind the Committee that the focus of UNDP is to assist countries build and share solutions to development challenges focusing of the priority areas which include the protection of human rights and the empowerment of women within the following thematic areas:

- Democratic Governance
- Poverty Reduction and Social Development
- Crisis Prevention and Recovery
- Energy and Environment
- HIV/AIDS and Gender

With exception of Monsterrat, categorized as a country in special crisis circumstances, the Caribbean Offices have been challenged to access the requisite funding due to the middle-income and consequent Net Contributing Country (NCC) status of the non-independent Member countries. Since many of the Overseas Territories have full membership or associate membership status in regional organizations and governance structures – such as CARICOM and the OECS; Non-Self Governing Territories continue to access UNDP support largely through UNDP regional funding windows and programmes.

Annexed is a listing of Regional Projects funded through the UNDP Barbados Office which serves the 3 of Eastern Caribbean non-independent territories. These countries are able to access assistance

through three programming modalities - sub-regional providing assistance through the St Lucia based Organization of Eastern Caribbean States (OECS) www.oecs.org; wider regional CARICOM www.caricom.org; and national providing direct capacity building support at the country level, as requested and funded by the country.

As noted at the Canouan Meeting non-independent countries can equally access UNDP assistance on similar levels as independent countries such as than Antigua and Barbuda, St. Kitts and Nevis, Barbados and Trinidad and Tobago which are other NCC status programme countries supported by the UNDP Caribbean Offices and programming network.

I would however like to focus on the Next Steps theme of the Grenada meeting and agenda. Given the reduced access to grant resources, the non-independent territories are urged to present strategic and collective proposals for UNDP assistance within the context of MDG programming support <http://www.undp.org/mdg/>, which is a UNDP priority of programming.

The need for new governance agendas is addressed by MDG 8. MDG 8 is the goal which recognizes the special SIDS categorization and urges innovative global partnerships for development. Therefore, we urge the non-independent territories to undertake periodic analysis, as a unique grouping of SIDS and to review their national and regional governance dimensions within the context of global and regional competitiveness taking full account of MDG Goal 8 targets. This assessment can, for

example, address and define long-term development vision, identify indicators that influence the political agendas of this unique grouping of SIDS as well as address issues of human capital and development as an innovative capacity building perspective.

Taking from the experience of UNDP Sri Lanka which undertook a similar initiative, UNDP Sri Lanka noted that they encountered some interpretation challenges and recommended that each country establish for itself the meaning of Goal 8. UNDP Sri Lanka further indicated that they have looked at it a lot from the 'resource' perspective - Goal 8 as providing the means for development; with the main focus on its own resources and not only development assistance. Resources are at the heart of the MDG achievement Thus, we are looking at each aspect of Goal 8, what it means, and on the policies and resources that the country should focus on in order to enable the achievement of the MDGs."

Given the importance of MDG 8 in the achievement of the other Goals, this type of assessment and analysis will not only define Caribbean SIDS progress toward the achievement of the MDGs, but also can be used to support government, donor and civil society analysis and dialogue on programming activities to support reaching MDG 8 targets and commitments.

Since many of the Caribbean non-self governing territories have achieved high and middle-income status which has significantly defined and limited access to concessionary grant resources, we propose that Non-Self Governing territories consider reviving the mechanisms of

dialogue through the *(CFD) Caribbean Forum for Development*
<http://www.caribank-cfd.org> to review, revise and present periodic development policies as well as record the quantum and nature of the assistance needed and actions required on the part of each of the development stakeholders, in the areas specified under the first 7 MDGs.

Although it is not from a developing country perspective, the first MDG 8 Progress Report was done in 2004 by Norway. It can be accessed at <http://odin.dep.no/filarkiv/225797/MDG8-Rapport.pdf>.

UNDP, the UN's global development network on the ground in 166 countries, is an organization advocating for change. UNDP's networks provide countries with access to knowledge, experience and resources to help people build a better life. UNDP has had longstanding cooperation agreements with Caribbean SIDS working with them as they develop local capacity to formulate and implement solutions to global and national development challenges.

UNDP again urges Non-Self Governing States to review and access the Barbados and the Eastern Caribbean 2005-2009 sub-regional cooperation framework which is designed to specifically support their programme priorities and development contexts as well as provide assistance inputs in the critical areas ~ poverty, environment management and disaster risk reduction with governance inputs supporting public sector effectiveness, maintaining accountability and rule of law as well

upholding the principles of equity, participation, partnership and transparency.

In conclusion, I share a PowerPoint Presentation on an innovative distance learning programme launched by UNDP Barbados last year as an example of UNDP programming support available to Non-Self Governing Territories which could be accessed to meet their development requirements in the areas of Continuous Education, Skills Development and Public Sector Modernization.

UNDP provides assurance of its continued support and innovative assistance in the areas identified in this presentation as well as in support of sustainable active partnerships to achieve the goals and recommendations of this Committee. We look forward to our continued work with the Caribbean Overseas Territories and Special Committee of 24 in supporting the decolonization process.

I thank you for your kind attention.

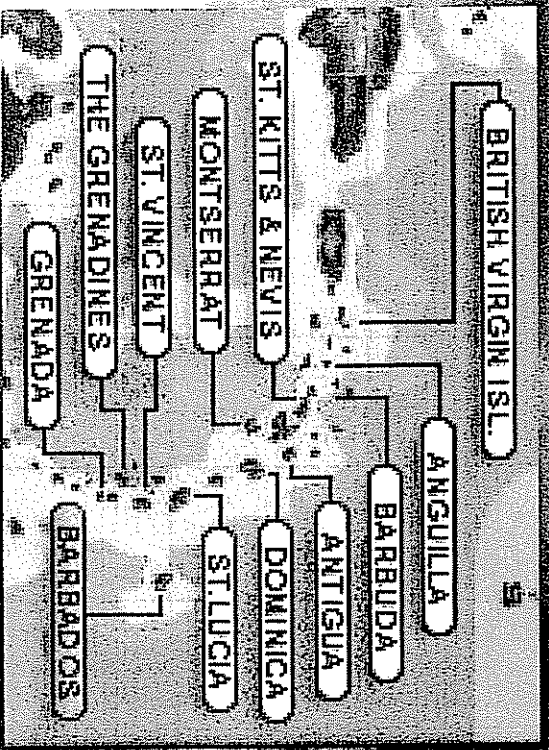
AGENCY	BRIEF DESCRIPTION	OUTPUTS	FUNDING LEVEL	DURATION
<p>Internally Executed</p>	<p>This PSD is designed to support wide-ranging Governance Reforms in the OECS and provide inputs that strengthen other thematic areas of focus identified in the 2005-2009 UNDP SPD for Barbados and the Eastern Caribbean. It will address Strengthening Integration Governance and Enhancing National Governance Systems.</p>	<p>Formulation and Development of new economic integration and functional cooperation governance systems. 2) Strengthening of regional/sub-regional integration movement with Dialogue Inputs 3) Operationalising OECS-Puerto Rico MOU. 4) Strengthening of national public administration systems.</p>	<p>146,000.00</p>	<p>2005-2006</p>
<p>AF</p>	<p>The technical assistance programme provides advice and training in fiscal, monetary, financial and related statistical areas to countries of the Caribbean region through advisory missions of a small team of experts based in the region, a series of short-term consultancy assignments, in-country workshops, regional training seminars, and attachments of national staff to sister organizations in the region. Functional areas include budget and treasury management; tax and customs policy and administration; banking and offshore financial sector supervision; and balance of payments; and national accounts, money and banking, and GFS statistics. Flexibility of coverage and activities is incorporated in order for the project to respond to priority needs as they arise.</p>	<p>1) To strengthen fiscal administration through improving the budget process and establishing effective monitoring and control of expenditures. 2) To strengthen tax administration and help countries in their efforts at tax reform. 3) To assist the development of the region's financial market, and in the establishment of prudential regulation and supervision of financial institutions, including offshore financial services, so as to support financial stability. 4) To enhance the capability to compile and disseminate on a timely basis reliable national accounts, balance of payments, and social statistics.</p>	<p>13,946.30</p>	<p>2001-2008</p>
<p>AF</p>	<p>To provide capacity building support for the re-establishment and transfer of the Caribbean Group for Cooperation in Economic Development (CGCED) to the Caribbean Development Bank (CDB). In June 2002, Caribbean member countries formally agreed to relocate the hosting of the CGCED Secretariat to the CDB. Renamed as Caribbean Forum for Development - CFD, CDB agree to manage CGCED functions. In keeping with the practice of other Consultative Groups whose meetings are hosted by beneficiary countries/region.</p>	<p>Phases all support includes budget, treasury/debt management, tax customs policy, revenue administration, financial sector supervision, domestic non-bank financial sector, capital markets development, national accounts, balance of payments, government finance statistics and other related statistics. In those areas, CARTAC will also provide support for regional harmonization and the Caribbean Single Market Economy (CSME)</p>	<p>17,000.00</p>	<p>2005-2007</p>
<p>Internally Executed</p>	<p>To provide capacity building support for the re-establishment and transfer of the Caribbean Group for Cooperation in Economic Development (CGCED) to the Caribbean Development Bank (CDB). In June 2002, Caribbean member countries formally agreed to relocate the hosting of the CGCED Secretariat to the CDB. Renamed as Caribbean Forum for Development - CFD, CDB agree to manage CGCED functions. In keeping with the practice of other Consultative Groups whose meetings are hosted by beneficiary countries/region.</p>	<p>1) To promote the development of the Caribbean region by means of coordinated action through the CGCED. 2) To promote complementarity between the programmes of individual CGCED assistance-providers. 3) To focus CGCED activities on critical development issues facing regional economies. 4) To focus CGCED activities on critical development issues facing regional economies. 5) To facilitate implementation of CGCED programmes.</p>	<p>80,000 TRAC 1:1:1</p>	<p>2002-2007</p>

Directly Excluded	The project seeks to strengthen the disaster preparedness and response capacity of the CDERA community through the creation of a framework for the establishment of a capacity for Search and Rescue in the Caribbean	2,951,135.00	01/03/2003 - 31/03/2007
Directly Excluded	In September 2001, UNDP's Bureau for Crisis Prevention and Recovery (BCPR) and the Regional Bureau for Latin America and the Caribbean (RBLAC) initiated a Preparatory Assistance which allowed for an innovative range of activities to be undertaken at the regional level in order to formulate a larger Caribbean Risk Management Initiative. The PA initiative was a consultative mechanism, involving governments, regional and international organizations, NGOs, private sector and other key stakeholders in the Caribbean, with the objective of managing and reducing the risks associated with natural, environmental and technological hazards - particularly within the larger context of global climate change.	420,000. TRAC 1, 1.2 & 3	2004-2008
Directly Excluded	This Preparatory Assistance is designed to initiate a programme on OECS Disaster Response and Risk Reduction, through	50,000 TRAC 1 & 2	2008
Directly Excluded	The technical assistance programme of CCNAPC is intended to develop national programme management capacities through technical exchange, information exchange, and the provision of training and mentoring experience in the areas of programme management, programme development, monitoring and evaluation, and policy formulation and advocacy. The CCNAPC capacity-building programme is consistent with the human capacity-building approach of UNAIDS and its cosponsors. UNAIDS is desirous of ensuring that capacity-building programmes have tangible programme outcomes and that do not simply result in increases in the number of trained personnel. The UN Theme Group for Barbados and the OECS countries, located in Barbados, is in a strategic position to facilitate and coordinate the activities of this regional capacity-building programme because of its sub-regional coverage and its current efforts to develop a joint programme for the sub-region.	225,000 -UNAIDS	05/01/2005 - 12/31/2007
Directly Excluded	The UN Country Team for Barbados and the OECS is strategically positioned to provide the facilitation and technical support that is needed in the above areas. The Country Team will first focus its efforts on Saint Lucia and Dominica and then scale up in the other countries. The project seeks to change pervasive values and attitudes among youth towards sex, sexuality and gender relations, and to fundamentally alter the perceptions that teenagers have about sex, sexuality and gender. The project's strategy to reach its goal is four-pronged. (i) It begins with mapping the existing environment in relation to youth focused interventions, i.e., facilities providing access to sexual and reproductive health services. (ii) Second, using a consultative process to build awareness within the community and among the target audience of the thematic areas that the project seeks to address, and to gain buy-in from the wider community. (iii) Third, conducting research using participatory methods on specific research areas. For instance, the issues of masculinity and femininity and interpersonal relations will be explored.	50,000 -UNAIDS/RC	05/01/2005 - 12/31/2007
OECS	The aim of the Project is to strengthen the capacity of the OECS Secretariat and its Member States to produce social data for use by national and international policy makers and planners. The main activity is the establishment of a Human and Social Development Unit within the OECS Secretariat to analyse data generated by Member States which will facilitate the production and publishing of a Human Development Report for the OECS sub-region. Secondary activities include the assessment of current social data, upgrading and standardising methodologies for monitoring and assessment of human welfare and the upgrading of skill requirements of national statistical offices to facilitate the continuous collection and analysis of social data.	594,000.00	20/12/1997 - 31/12/2007
	Establishment of a Human and Social Development Unit in the OECS Secretariat to coordinate and analyse social statistics. 2) A systematic programme to assess currently available social data and identify areas where data necessary for social planning are not collected on an ongoing basis. Design and implementation of a system for the collection of new classifications of data. 3) A permanent household survey capability in Member States established and upgraded in national statistical offices in the collection of social data. 4) Production of the pilot Annual Human and Social Development Report for the subregion.		

OECS	<p>Given the limited options by OECS Member States, particularly the Windward, and the special development challenges in planning for and implementing sustainable development and poverty eradication, the UN System Agencies under the Resident Coordinator System is proposing a programme of intervention to (a) develop frameworks for poverty intervention (b) strengthen social policy formulation (c) promote small and medium size enterprise development to reduce unemployment and (d) encourage gender awareness in development, particularly the impact of the restructuring of the banana industry on women.</p>	<p>1) National and subregional policy frameworks for poverty eradication 2) Macroeconomic and macro-social analyses of government budget allocations and a review of tax laws. 3) Machinery in place for on-going and national consultations on the budget process. 4) A quantitative and qualitative assessment of the situation of displaced persons in the banana sector. 5) Providing training opportunities for group and individual skills-training with linkages to net and regional organisations. 6) NGOs' and CBOs' capacity assessed and strengthened. 7) Gender and environmental awareness training for advocacy conducted for NGOs, CBOs and Government implementing machinery.</p>	<p>452000 France Gov. C/s \$8,500</p>	<p>01/12/2005 - 31/12/2005</p>
OECS	<p>The United Nations Development Programme and the OECS Secretariat have been longstanding partners in the area of poverty reduction and social sector development, recognizing this as critical to the sustainable development of the sub-region. This proposed programme directly support the objectives identified in the Sub-regional Cooperation Framework for 2005-2009 and will also serve to reinforce governance, environment and disaster risk reduction activities also funded by UNDP.</p> <p>This programme is designed to provide support to the countries of the OECS sub-region in strengthening their capacities and efforts to reduce poverty and achieve sustainable human development through capacity-building, enabling dialogue at the national level on the MDGs and with support to the formulation of national strategies and initiatives</p>	<p>1) Strengthened capacity of the Social Policy Unit to provide technical advisory services and guidance to government in key areas of social protection, social services delivery and social policy formulation; 2) SPU better able to respond directly in assisting governments in addressing key challenges in the agricultural sector and the sustainable rural development; 3) Strengthened coordination and harmonization for poverty monitoring i.e. CPAs etc at the national level; 4) HDR/MDGR developed based on key issues facing the region and institutionalization of HDR linked to MDG monitoring facilitated; 5) Poverty Reduction Strategy processes strengthened and enhanced. Best practices implemented in the dialogue and consultative process; 6) A process for the localization of the MDGs piloted and enhancement of the sub-regional policy framework; 7) Strengthened social care delivery in the OECS; 8) Pilot project implementation implemented effectively and in a timely fashion; 9) Strategy approach and policy approach finalized and MDG process outlined for sub-region; 10) Improved capacity to monitor changes and impacts by gender and inc</p>	<p>356,565 (TRAC 182)</p>	<p>03/01/2005 - 12/31/2007</p>
CARICOM	<p>This proposal is a mechanism to provide coordinated inter-institutional delivery of technical assistance in agriculture and integrated rural development to selected English-speaking CARICOM/OECS Member states. It will also address other development issues, including poverty alleviation, gender equity, sustainable livelihoods and sustainable environment and natural resources management. The project funded by IFAD and UNDP, with CARICOM Secretariat as the Executing Agency, will be implemented over a three-year period. It is envisioned that the project will stimulate additional technical cooperation inputs and in-kind support from wide-range of agencies, participating countries and other stakeholders</p>	<p>1) Trained personnel at the subregional and national levels for more effective interventions in the agricultural and rural sectors; 2) Institutional framework for policy analysis and project cycle activities; 3) Policy framework demonstrating linkages between agriculture and rural development, poverty and social development, enhancing the existing OECS Agricultural Policy and Action Plan and the Social Policy Framework supported by UNDP; 4) Technical support to IFAD's portfolio of ongoing projects in CARICOM/OECS Member States; 5) Development of a sub-regional investment programme for IFAD; 6) Strategic linkages with specific CARICOM/OECS programmes and initiatives and to IFAD's multi-country technical assistance programme; 7) National institutional capacity strengthened in participatory approaches to developing programmes in poverty alleviation and integrated rural development; 8) A framework through which Member States given their unique circumstances can be strengthened to develop common strategies for a joint approach to poverty alleviation through agriculture and rural development; 9) Strengthened capacity for policy formulation in agriculture</p>	<p>933,000; IFAD c/s 735,000; UNDP TRAC - 150,000</p>	<p>07/10/2005 - 12/31/2008</p>
Direct Execution	<p>This project will introduce the concepts and principles of Social Artistry to complement the traditional approaches to development work. Social Artistry facilitates the realization of the possible person by enabling everyone to discover and express their full potentials. In practice, it presents a new discipline in leadership development and draws on the experiences, myths and culture of people to assist them in shaping their lives</p>	<p>10) Formulation of an initiative to support the overall further localization of the MDGs; 2) Advanced social artistry training; 3) Strengthen partnership by generating synergy among all partners - communities, institutions, organizations and groups through networking across countries in the sub-region and beyond. 4) Increase levels of competence and capacity in social artistry in the sub-region, in the participating countries and communities through workshops, networking, sharing of experiences and best practice; 5) Mobilize latent resources and the resourcefulness of people of all ages in all walks across society toward the regional and country priorities defining the Eastern Caribbean's Possible Future, particularly with relevance to the MDGs.</p>	<p>30,000.00</p>	<p>2007</p>

<p>ational Execution</p> <p>This project will assist efforts of countries in the OECS to strengthening their programme in poverty assessment and monitoring. It will build on the work done in Saint Lucia and Grenada in implementing the CWIQ Survey and support training in statistical methods and analysis as they relate to poverty, social and human development. It will also provide support to research and advocacy in advancing the MDG Agenda and Framework.</p>	<p>TO Support to additional training under MECQVI. 2) Support to the mainstreaming of gender across programmes. 3) Support to women in St. Kitts in the areas of training life skills and personal development particularly in view of St. Kitts' diversification out of sugar production. 4) Poverty Monitoring related to the MDGs. 5) Support to MDG - Specific related activities. 6) Support to the finalization of Grenada's PRSP Document. 8) Support to social assessment methodologies.</p>	<p>102,000,000</p>	<p>2005-2007</p>
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<p>tionally. Excluded: This is a capacity-development project which aims to strengthen environmental awareness raising in six OECS countries (Anguilla, Montserrat, Dominica, St. Kitts and Nevis, Grenada and St. Vincent and the Grenadines.) National United Nations Volunteer (NUNV) is placed in the Environmental Unit of Department to assist the overall environmental management, to promote the National Environmental Management Strategy (NEMS), and to undertake the environmental awareness activities. The assistance will be extended to the facilitation of local communities whose livelihood depends on natural resources in participating the natural resource management.</p>	<p>Project outputs would vary depending on the country's strategy developed; national public environmental awareness programme; promotion and facilitation of implementation of NEMS; establishment of know-how of environmental awareness activities; evaluation method for behavioural change; involvement of communities to environmental management.</p>	<p>US\$109,000 (Japan Trust Fund)</p>	<p>2005 - 2008</p>
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VDA WORLD CAMPUS

The Caribbean Multi-Island Experience

UNDP Barbados and the OECS

Virtual Development Academy
World Campus



Virtual Development Academy World Campus



The Concept



- o The VDA was established to improve the consistency, quality and outreach of UNDP delivery of development services:
 - By training UNDP Development Practitioners to become world class development advisors & consultants.
 - By repositioning UNDP COs, with continuous learning and training, as cutting-edge contributors to Development Solutions.
 - By accelerating UNDP Change Management programmes with enhanced organizational and individual capacities.

Virtual Development Academy World Campus



World Campus



The VDA World Campus is a results oriented component of the VDA Initiative designed to strengthen :

- policy and technical capacities of developing countries to achieve global, national and regional development goals and targets.
- implementation of global development goals such as the Millennium Development Goals (MDGs).
- leveraging the existing LRC Virtual Development Academy (VDA) online infrastructure for in-country use by development partners.
- UNDP practice areas and management techniques with new levels of country office, UN System, national stakeholder and donor partnerships.

UNDP Barbados which covers 10 Eastern Caribbean countries is the pilot for VDA World Campus Launch!

Virtual Development Academy World Campus



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VDA World Campus brings to Caribbean SIDS

- **Universal Access to Learning : Ideal Capacity Building Tool for SIDS multi-island context**
- **Unique Capacity Development : access to wide broad cross-sections of national partners and development stakeholders, including civil society**
- **A Win-Win proposition: Revenue generation opportunity for UNDP as a niche distance learning provider - while national partners access highly valuable, context relevant learning, cost effectively.**

VDA World Campus: is a cutting edge collaboration tool supporting new partnerships in capacity development with the UN System, National Agencies and Donors.
" Those who learn together, work together better!"

Virtual Development Academy World Campus



Participant Driven - National Ownership

First offering: Advanced Negotiation Skills Course
The St. Lucia pilot, initiated with inputs from UNDP/LRC and MIT-Harvard Public Disputes Program/ Consensus Building Institute (CBI) resulted in

- The original UNDP course adapted with Caribbean SIDS experiences and Case Study design enhanced in consultation and with input from UNDP Barbados and in-country target groups
- Implementation Processes included full government buy-in and participation in learning needs assessment and course priority selection.
- Government and UNDP selection of senior public servants and key civil society partners.



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St. Lucia: A Success Story

- *39 of 50 students completed the 2006 Oct – Dec course. All who completed the coursework passed (a rate higher than UNDP cohorts).*
- *Course instructors noted that overall level of effort and quality of response was "remarkably high"*
- *Of the post-course evaluation respondents, 100% agree or strongly agree that they are satisfied with the learning experience*

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VDA World Campus: Caribbean Pilot Current status

Negotiation Skills Online Course:

- Cohort 1 with 50 participants launched on 18th October, 2006 in St. Lucia
- Cohort 2 launched with 50 participants in February, 2007 in St. Lucia
- Launch in Grenada for Cohort 3 of 50 will be in June, with Dominica Cohort 4 proposed in last quarter 2007
- Beneficiaries: national civil servants, national UNDP project staff and civil society



St. Lucia -- Lessons Learned

- *44% of respondents were dissatisfied with the amount of time taken to complete the course; course drop-outs cited time challenges as the primary reason.*
- *Response: for the 2nd cohort two "free" weeks were inserted into the course to allow participants to catch-up on professional and course work.*
- *Preliminary Results for Cohort 2: 40 course completions, with all passing!*



St. Lucia: A Caribbean SIDS Success Story

As illustrated by participants' comments on the course:

- *"This is one of the best and the most realistic short courses I have pursued. Excellent course material and my tutor was a true professional in providing guidance."*
- *"The course was very in-depth and I was able to apply the skills from the first module. As a manager, I am better able to deal with and listen to my colleagues. All in all I am very happy I have done the course."*
- *"I thought that overall the course was highly appropriate, and caused you to consider strategies you have come to take for granted."*

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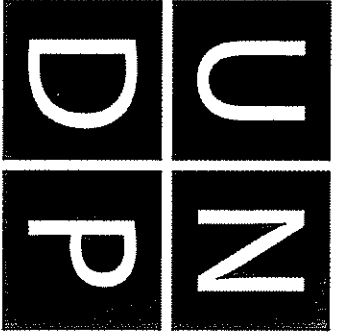
What's Next

- Additional cohorts planned for St. Lucia: first cohorts for Grenada and Dominica launched from June – December 2007. Eventual replication and launch in 10 programme countries.

Proposed Next Course Offerings:

- Project Management
- Human Development
- Democratic Governance
- HIV/AIDS
- Full Caribbean SIDS VDA course to support Public Sector Modernization Skills and Learning needs

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Vision. Action. Change.

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Thank You!