Country Programme Action Plan (CPAP) 
2006 - 2010 

Agreed by 

The Government of Guyana 
and 
The United Nations Development Programme 

Government of Guyana 
UNDP 
Guyana
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The Framework

The Government of Guyana (hereinafter referred to as GoG) and the Guyana Country Office of the United Nations Development Programme (hereinafter referred to as UNDP) are in mutual agreement on the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals (MDGs) and the international agreements set out in various United Nations Conventions and UN Summits to which the Government of Guyana and UNDP are committed, including: the International Covenant on Civil and Political Rights, the International Covenant on Economic and Social Rights, the Convention against Torture, the Convention on the Rights of the Child, the Convention on the Elimination of Discrimination Against Women; the Convention of the Elimination against All Forms of Racial Discrimination, United Nations Conference on Environment and Development; UN Framework Convention on Climate Change; Convention on Biological Diversity; the Millennium Declaration; the World Summit on Social Development; the UN General Assembly Special Session on HIV/AIDS; and the World Summit on Sustainable Development.

And building upon the experience gained and progress made during the implementation of the previous Country Programme (2001-2005);

And entering into a new period of cooperation through the present Country Programme (2006-2010);

The parties declare that these responsibilities, which are further specified in this Country Programme Action Plan (CPAP), will be fulfilled in a spirit of close cooperation, and have agreed as follows:

Part 1. Basis of Relationship

1.1 The GoG and UNDP entered into a basic agreement governing UNDP’s assistance to Guyana, namely the Standard Basic Assistance Agreement (SBAA). This was signed by both parties on 3 May 1977. This CPAP together with agreed AWPs (which shall be annexed to this CPAP) constitute together the project document referred to in the SBAA. Some operations carried out by UNDP in the country will additionally be covered by separate project documents when these are required by particular funding agencies and/or other partners. An example relates to projects funded by the Global Environment Facility.

Part 2. Situation analysis

2.1. Despite being a country of significant economic potential, Guyana is currently a small Highly Indebted Poor Country (HIPC). During the past five years the economy experienced only slow growth, estimated at 0.65 percent per annum, and the per capita gross domestic product (GDP) at the end of 2004 was only $868.6. This per capita GDP level is likely to be even lower at the end of 2005 as a result of devastating floods in January, which affected more than one third of the population, with damage and losses estimated to be around 60 percent of GDP.

Additionally, developments in the external environment have added to the challenges faced by the country. As an oil dependent country the constantly increasing cost of energy since 2004, has had an adverse effect on the cost of living, external balances and the competitiveness of Guyana’s products on the world market. On the other hand the prices that Guyana receives for its primary commodity exports have been declining over time, except for non sugar primary products. A serious challenge will be faced by Guyana as a result of changes to the European Union sugar protocol which will reduce sugar prices by over 60 percent in three years, threaten jobs and foreign exchange earnings, making the prospects of growth seem bleak.

2.2. Between 1992 and 2000 the percentage of persons living in poverty was seen to decline from 43 percent to 35 percent. No later data on poverty are available, and in the absence of robust GDP growth, it is unlikely that the

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1 Computations from Budget Speeches 2002-2005
2 2005 Budget Speech, which can be found at [http://www.gina.gov.gy/publications.htm](http://www.gina.gov.gy/publications.htm)
4 Guyana: Living Conditions Survey 2000
poverty levels would have continued to drop over the past five years. The absence of consistent, reliable time series data continues to be a major impediment in the capacity to monitor and evaluate progress in the country. As a result, the Government of Guyana has placed a high priority on strengthening capacity in reliable data gathering and maintenance.

2.3. The data from two surveys by the Bureau of Statistics (BOS) show that growth in the economy has not increased the number of available jobs. The Labor Force Survey of 1997, measured the rate of inactivity of the working age population at around 45 percent. Such high levels of economic inactivity have the likelihood of increasing economic vulnerability, especially among women and youth (young men in particular), which in turn could contribute to higher crime and the spread of HIV/AIDS, as well as tensions, resulting in distrust and lack of social cohesion between and among communities.

2.4. Migration out of Guyana has been high—averaging about two percent of the country's population per year. Motivated by the search for higher paying jobs and improved standards of living, many university graduates continue to migrate to member countries of the Organization of Economic Co-operation and Development and to the Caribbean Community and Common Market countries (CARICOM). Moreover, according to the preliminary report on the 2002 Population Census, population growth over the last 20 years has been marginal. Therefore, the ongoing migration of skilled professionals and entrepreneurs in the last 20 years, has hampered the Government's efforts to achieve sustainable economic growth, and has also limited its capacity to implement programmes. Not surprisingly, this has led to inadequate human resources and a low absorptive capacity in the public sector.

2.5. Investments by the private sector have been somewhat constrained and the official development assistance (ODA) has been on the decline for several years, though it now shows signs of revival. Consistent with the efforts to create a broad-based job-creation-oriented economic growth policy, an Investment Law and a Small Business Act were passed to stimulate investments, particularly in the hinterland regions, where extreme poverty exceeds the national average. In addition, comprehensive reforms in fiscal policy, including the passage of the Fiscal Enactments Law, the Organic Budget Law and consideration of the VAT, currently being undertaken by the Parliament, will further enhance the investment framework and may encourage private investment.

2.6. Due to the perceived political and social instability in the country, efforts to attract foreign investment have faced some difficulties; stimulating private investment will take more than laws and regulations. An enabling investment climate will require a stable political environment, efficient bureaucracy, law and order and the expeditious resolution of business conflicts. Unfortunately, political instability exacerbated by pockets of both organized and violent crime persist, and this will impact existing and future investments.

2.7. Analysis contained in the draft 2005 Poverty Reduction Strategy Paper (PRSP) Progress Report also acknowledges the importance of political stability, internal security, sound infrastructure and efficient conflict resolution mechanisms as essential blocks to building confidence in the economy.5

2.8. In short, Guyana faces three obstacles in its efforts to achieve the MDGs: (i) constraints on people's choices and interventions; (ii) the prevailing political culture; and (iii) vulnerability to economic, environmental and social hazards. Other immediate threats to the achievement of the MDGs include the presence of HIV/AIDS, flooding during heavy rains, low activity rates and unemployment.

2.9 Keenly aware of these problems, the government is making efforts to reduce their negative impact. This has resulted in improvements in the infrastructure, education and health sectors. Recent developments also suggest that direct foreign investment will start to increase.

Part 3. Past cooperation and lessons learned

3.1. UNDP has focused primarily on three practice areas: Governance, Poverty, and Environment and Energy. To date, key governance interventions carried out by the United Nations Development Programme (UNDP) have been in coordinating donor inputs to strengthen the Elections Commission, facilitating Constitutional Reforms, facilitating

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5 PRSP Progress Reports can be found at: http://www.povertyreduction.gov.gy/
political dialogue and building social cohesion and peace, as well as supporting the preparation of national reports under the human rights conventions.

3.2 In the area of poverty reduction the UNDP interventions have taken the form of supporting the preparation of a Poverty Reduction Strategy Paper (PRSP) including coordinating donor support, preparation of PRSP progress reports in 2004 and 2005, preparation of an MDG Report⁶, capacity building for monitoring the MDGs and the PRS as well as public/private partnership demonstration projects. One demonstration project focused on creating economic opportunities for Amerindian People in a remote part of the country in partnership with a private sector company. The second project focused on entrepreneurship training to small businesses, which is intended to facilitate their expansion and job creation.

3.3 In the area of energy and environment, the country office has supported the raising of awareness on environmental matters, management of the environment, and demonstration projects for renewable energy for the hinterland regions. It has also been instrumental in building monitoring capacities at the community level, and increasing flows of Global Environment Facility (GEF) resources to the country.

3.4 Assessments of the Government of Guyana/UNDP programme of cooperation found that with limited resources at its disposal and with the need to focus on results, too many outcomes were set. The consensus was therefore to narrow the focus of the programme and work towards a smaller number of outcomes in order to maximize impact as is the case under outcome 2.

3.5 The same point was reiterated in a 2005 Poverty Outcome Assessment that suggested that UNDP needed to focus much more on making its interventions more strategic, on actions which used the comparative and unique advantage of UNDP rather than on actions which could be undertaken by any other development partner. This would require that UNDP ensure that there is a deep understanding of what constituted its comparative advantage in the context of both Guyana and the mandate given to UNDP by the General Assembly and the Executive Board, and what were the distinguishing characteristics about its value added.

3.6 The slow rate of programme implementation was attributed to weak capacity for national execution. The latter also contributed to national ownership of the programme being somewhat diluted. Hence, maintaining human resource capacity is a continuing and major challenge for any development initiative in Guyana. It must be noted here that concerted efforts are being made by the Government to attract and retain skilled Guyanese in key public service positions by progressively revising compensation scales and improving conditions of service.

3.7 The experience of and the lessons learnt exercise on the January 2005 floods, carried out with senior officials, highlighted the need to mainstream disaster management and in particular, risk reduction and enhanced capacity in this area. It was clear that UNDP was expected to play a major role in supporting capacity building and mobilizing resources to address the area of disaster management.

Part 4. Proposed programme

4.1 The major challenges analysed in the CCA and the results expected from the UN to address them, as presented in the UNDAF, were identified and prioritised in a participatory process which involved Government, civil society, other development partners and UN agencies. This culminated in the Joint Strategy Meeting held in April 2005. Recommendations made in that meeting (hyperlink) were action in the respective CPDs of UN agencies, including UNDP. After submission of UNDP’s draft CPD to its Executive Board in September 2005, comments and suggestions of the Board were discussed with the Government and other partners, and further changes were made in the CPD. This CPAP is based on the finalized CPD, posted on UNDP’s website in October 2005 for the Executive Board’s formal approval in January 2006. In preparing the CPAP, the UNDP Country Office worked closely with the Government, particularly the main focal point for UNDP, namely the Ministry of Finance, as well as the Office of the President, other Government ministries and institutions and prospective partners in civil society, the private sector, other UN agencies and development partners. An initial meeting was held with key partners to start the CPAP preparation process on 13 September. This was followed by a series of meetings with the partners potentially

⁶ PRSP can be found at: http://www.povertyreduction.gov.gy/
⁷ MDG Report for Guyana can be found under Documents, Publications at: http://www.sdnp.org.gv/undp/
involved in implementing components of the programme and/or in contributing towards the outcomes of the CPD and UNDAF. The CPAP was later reviewed and cleared through a Programme Appraisal Committee process that was Chaired by the Ministry of Finance and included a wide-group of participants from line ministries, Implementing Partners, the donor community as well as members from the Civil Society.

4.2 The Common Country Assessment (CCA)\(^8\) sees the challenges to Guyana’s progress towards national priorities and the achievement of MDGs in the context of human development. It identifies key challenges in three inter-linked areas: (i) the expansion of human capabilities, including access to and the quality of education, health, water, sanitation and living conditions; (ii) the empowerment of individuals and groups through their participation in development processes and increased political and social stability; and (iii) widening opportunities by strengthening Guyana’s macro-economic framework, improving and sustaining economic growth and improving the quality and quantity of jobs.

4.3 The United Nations Development Assistance Framework (UNDAF)\(^9\) draws logically from the analyses in the CCA to indicate three outcomes to which programmes, projects and operations, of UN agencies in Guyana, are expected to contribute between 2006 and 2010. The three outcomes, each relating to both national priorities and Guyana’s progress towards the MDGs, are:

(a) by 2010 there will be at least a 10 percent increase in the proportion of Guyanese accessing quality services in education, health, water and sanitation, and housing with capabilities enhanced to maximize available resources;

(b) empowered individuals and groups, strengthened institutions and an enabling constitutional and human rights framework; and

(c) reduce poverty to 28% by 2010 through stimulation of growth and job creation.

4.4 The CPD reflects the contributions of UNDP and its associated fund, United Nations Volunteers, towards the above three UNDAF outcomes agreed by the Government and UN agencies in Guyana. It relates UNDP’s comparative advantages to national priorities within the areas indicated by the UNDAF and consistent with UNDP’s corporate strategy, as agreed by its Executive Board in the Multi-Year Funding Framework (MYFF). It also attempts to mainstream a number of key crosscutting themes including respect for human rights, mainstreaming gender equality and building capacity to reduce and cope with conflict, disaster, and HIV/AIDS.

4.5 More specifically, the CPD identifies eight outcomes, which UNDP will pursue in the period 2006 to 2010. Generally, the outputs anticipated from UNDP’s interventions up to 2010 are intended to improve the country’s chances of achieving the MDGs. This approach is designed to catalyse development through strengthening national capacity to develop evidence-based policies; improved monitoring and evaluation, and hence improved strategic planning and implementation, at both the national and regional levels; promoting development of systems and institutions of governance; enhancing people’s involvement in determining development directions; and enhancement of national capacities to respond to disasters and to stimulate emergency recovery initiatives.

4.6 CP Outcome 1: “PRS/PRSPs prepared to ensure participatory process with civil society in policy formulation and programming and taking into account clear linkages with human development and the MDGs.” The CPD expects UNDP to generate two outputs that will contribute to this outcome:

a) strengthened capacity to collect, analyze and disseminate key economic and social data and

b) systems developed to ensure feedback from civil society on policy framework and programming.

4.7 UNDP will build capacity in the public sector by supporting the establishment of statistical units in all line Ministries, the Bureau of Statistics and the Office of the President. This will improve monitoring and evaluation for improved accountability, planning and policy design. It is expected to enhance the quality and focus of the PRSP and the progress reports, including MDG reports, which currently suffer from a paucity of data. This project is also

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\(^8\) CCA can be found under Documents at: http://www.undp.org.gy

\(^9\) UNDAF can also be found at: http://www.undp.org.gy
expected enhance the collection of gender statistics and the disaggregation of data by sex, region, age, disability and race so that key indicators of the gender dimensions of poverty and other vulnerabilities and gaps can be highlighted and addressed in the ongoing PRSP and MDG reporting mechanisms. Recognizing the enormity of resource requirements for such extensive capacity building, the Government and UNDP will seek to align the UNDP supported interventions with those of other donors, such as the IDB, which is contributing to improvements in the infrastructure of the line ministries, and UNICEF, which envisages related support in the form of software and training for collection, analysis, monitoring, storage and dissemination of key data. UNDP assistance will also be aligned with UNFPA’s and UNV’s support for international statisticians to fill critical technical gaps in the Bureau of Statistics. The Office of the President will be the implementing partner.

4.8 UNDP will also support the development of systems to institutionalise the meaningful participation of civil society in processes of policy formulation, monitoring and evaluation. This project is also expected enhance the collection of gender statistics and the desegregations of data by sex, region, age, disability and race so that key indicators of the gender dimensions of poverty and other vulnerabilities and gaps can be highlighted and addressed in the ongoing PRSP and MDG reporting mechanisms. These systems will ensure that M&E findings feedback into the design of policy frameworks and programmes which thus become more evidence based and more participatory. The accountability that will result from the implementation of these systems and the inclusiveness of the processes will contribute directly both to the CP outcome and to UNDAF outcome 3, and indirectly to UNDAF outcome 2. UNDP is envisaging the sponsorship of one or more National Human Development Reports on themes relevant to the achievement of the MDGs and national development.

4.9 CP Outcome 2: “Broad-based, multi-sectoral and multi-level response generated integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries.” The CPD identifies three outputs expected from UNDP to contribute to this outcome:

a) advocacy and support for the formulation of a national HIV/AIDS strategic plan.

b) implementing major grants to scale up national response to the AIDS epidemic; and

c) technical capacity strengthened to manage and coordinate donor assistance.

4.10 Subsequent to the approval of the Country Programme, the Ministry of Finance suggested that the envisaged outputs for this programme outcome be reconsidered, given the new and large commitments of resources now provided for the fight against HIV/AIDS by other donors; and with the earlier than expected completion of the National HIV/AIDS strategic plan. Output 2(a) has, therefore, been adjusted to providing technical assistance and/or support to the Government through advocacy, and possible mid-term evaluation of the National AIDS Strategic Plan.

4.11 UNDP’s will ensure complementarily with the interventions supported by other UN agencies, including UNAIDS, utilizing the mechanism of the UN Theme Group on HIV/AIDS for operational collaboration and coordination through the window of the Programme Accelerated Funds. Other mechanisms to safeguard coordination and collaboration between the Government on the one hand and UN and other donors on the other hand will also be respected.

4.12 In order to continue building capacity and addressing the critical shortage of human resources, a major constraint to achieving the objectives of Guyana National HIV/AIDS Strategic Plan, UNDP will use the United Nations Volunteers (UNV) programme which is administered by UNDP. Ten UN Volunteer Physicians, funded by Center for Diseases Control (CDC)-Francois Xavier Bagnoud (FXB), University of Medicine & Dentistry New Jersey (UMDNJ) will work with the Ministry of Health to strengthen healthcare services to HIV/AIDS infected. The UNV Physicians will serve at public hospitals in Region 2, 3, 4, 6 and 10. Funding for the UNV Physicians is already committed for two years and will be mobilized for additional years.

4.13 CP Outcome 3: “Replicable local poverty initiatives linked to policy change undertaken. Community and regional development strategies will take into account national, sectoral and external trade policies.” The CPD expects UNDP to produce four outputs that will contribute to this outcome:

a) capacity built to develop decentralized poverty reduction strategies, incorporating disaster management strategies;

b) capacity built for increased job creation at the community, regional and local levels;

c) institutional capacity built to market local products internationally, and
d) capacity of private sector built to improve business processes toward the achievement of the MDGs, including engaging in partnerships for development.

4.14 Given the floods and preparation for elections and the revision of programme allocations under Outcome 1, the funds for poverty linkages will remain unprogrammed until an agreed programme is finalized between UNDP and the Ministry of Finance.

4.15 UNDP will continue to provide support in capacity building in the private sector through small and medium enterprise development by extending the Empretec programme, until the end of the project cycle.

4.16 The continuous need for job creation among the Amerindian communities, and its fight against poverty, UNDP will continue its capacity building to market local products through its ongoing programme, the heart of palm. It is envisaged that other products will be also developed and marketed both locally and internationally. The current programme will be extended till 2007 under the same structure.

4.17 The integration of the private sector in initiatives to achieve the Millennium Development Goals (MDGs) will help to ensure a sustained impact on the improvement of the lives of Guyanese, as both consumers and producers. The Caribbean MDGs Business Initiative, that Guyana hosted in June 2005, forms the starting point for a wider and deeper engagement with the private sector. A National Working Group (NWG) will be constituted to take the initiative forward. Recognizing the interrelatedness between attaining gender equality and the achievement of all eight MDGs, the NWG will drive an agenda to mainstream the MDGs in the operations of the private sector by fostering partnerships between the public and the private sectors; stimulating the application of Development Oriented Business Practices; provide guidance in implementing the projects which emerged out of the Initiative; document and share best practices with key players in society; and initiate the Caribbean MDG Business Award.

4.18 CP Outcome 4: “Access to energy services, electricity or cleaner fuels in rural areas increased.” Two expected outputs from UNDP that will contribute to this outcome are:

a) capacity built in the use of renewable energy technologies in two pilot rural communities; and
b) lessons learned from introduction of renewable energy in hinterland communities.

4.19 The general indications are that energy is used in the remote hinterland communities mainly for lighting with limited energy applications for productive use and firewood being the primary cooking fuel. Although there is no financial cost in the acquisition of the wood there are economic costs as it is a time consuming activity and done mainly by women. There is also the potential for deforestation. UNDP will encourage the productive use of energy by providing assistance to current efforts by increasing the access of isolated, low income populations to basic energy services, thereby serving as a catalyst for a higher level of economic activity that could ameliorate poverty, targeted particularly at poor women in rural communities. In the process, UNDP’s assistance will seek to empower women to organize themselves to access other services (health, education, credit, for example) as well as opportunities (e.g. paid employment at equitable rates) that would contribute to improvements in their well-being and contribute towards women’s greater economic independence. UNDP will place emphasis on enhancing their capacities to manage these resources in a sustainable manner and will also support lessons learnt exercises based on the photovoltaic pilot demonstrations currently being set up in two remote communities. Assessments of the potential renewable resources will be conducted and the appropriate energy source, for example photovoltaics or wind, will be installed in at least five new regions.

4.20 Based on these lessons learnt further information would be collected on potential for using other community resources such as wind, water for energy generation and improving the use of wood and other energy sources for cooking coupled with pilot demonstrations of improved technologies. The Office of the Prime Minister will be the implementation partner for these interventions.

4.21 CP Outcome 5: “ Value of biodiversity factored into national planning. Government and Local communities empowered to better manage biodiversity and the ecosystem.”

The CPD expects UNDP to generate two outputs that will contribute to this outcome:

a) data on the capacity needed to manage the environment and natural resources; and
b) capacity built in 12 communities, relevant Ministries, Environment Protection Agency (EPA) and the other natural resources agencies to manage the environment and natural resources.
4.22 The utilization of natural resources is integral to the sustained livelihoods of rural and indigenous communities, to the reduction of poverty and to national economic growth. UNDP will develop national capacity to prepare policies and guidelines on access to resources and benefit sharing, strategic development plans, a land use plan, national standards certification for non-timber forest products and other instruments that will guide and govern access to and use of Guyana’s natural resources. Particular attention will be paid to incorporating risk reduction strategies into these instruments where women are primary users of the environment resources in their communities. UNDP will also build the capacity of indigenous communities and help empower them to develop plans to manage natural resources on their communal lands. Pilot community activities in Region 9 will be replicated in at least two other regions, in locations to be decided in early 2006 by the Ministry of Amerindian Affairs in consultation with other stakeholders, including the communities concerned. Lessons learnt from Region 9 will be applied. These programmes will be built on national and international partnership, particularly joint programmes with other UN agencies implemented with national partners. One such initiative is a project on solid waste management, which will be jointly undertaken by UNDP, UNICEF and WHO/PAHO in collaboration with the Ministry of Local Government and the Environmental Protection Agency. In order to further empower the Government and relevant agencies to implement these programmes, UNDP will, in collaboration with relevant local and international partners, mobilise resources from the Global Environmental Facility and from other sources.

4.23 The policies, guidelines and standards developed in this area will also contribute to the outputs listed under Outcome 3:

4.24 CP Outcome 6: “Sector specific national and local expertise developed covering disaster-preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender.” The CPD expects UNDP to produce two outputs that will contribute to this outcome:

a) capacity built in the Civil Defense Commission and other relevant national agencies to reduce and manage disaster risk; and

b) capacity built in 5 communities and the relevant national agencies for increased resilience and local disaster risk management.

4.25 The experiences of the January 2005 flood demonstrated the dire need for better coordination in response and recovery at both national and regional levels and within the UN System. UNDP will continue, in partnership with other agencies and donors, to strengthen the capacity of the Civil Defence Commission (CDC), the major response agency, in coordination and information exchange during and after emergencies. In doing so, UNDP will work with CDC to build consensus with government agencies, civil society, donors, lending institutions on roles and responsibilities in disaster management. Other capacity building activities will include formulation and updating of local and national disaster preparedness plans, hazard and risk mapping, development of early warning systems and simulation exercises. With the UN agencies, UNDP will enhance the capacities of their respective country offices to support Government’s coordination and response to emergencies through training and the preparation of an inter-agency emergency response plan.

4.26 UNDP will provide training to build capacity in other critical national agencies and in civil society to manage and mitigate disaster risks. The five communities to be targeted for such capacity building will be selected early 2006 by the CDC in collaboration with the Ministry of Local Government and other stakeholders, including the communities themselves. These activities complement those to be undertaken for Outcomes 3 and 8. More resilience to disasters and working together on disaster management planning can help to build cohesiveness and mitigate natural disasters as sources of conflict.

4.27 CP Outcome 7: “Institutional/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service”. Four outputs are expected from UNDP that will contribute to this outcome:

a) elections held to international standards;

b) Government’s ability to promote and protect human rights and the rule of law strengthened;

c) access to, and quality of, justice improved; and

d) national capacity to implement human rights supported by operationalizing the rights-based constitutional commissions.
4.28 The holding of peaceful national elections scheduled in 2006 and of long overdue local government elections that meet the provisions of the Guyana Constitution and international standards, will contribute to Outcome 7 by strengthening the democratic basis for integrity and transparency at every level and by laying a foundation for political stability. As a partner trusted by the major local and international stakeholders, UNDP will provide support to strengthen the integrity and effectiveness of GECOM and to facilitate vital donor support to the electoral process. For UNDP to carry out this impartial and demanding role, Government has endorsed that UNDP itself directly implement this support. The “non flag, low profile” approach of facilitating rather than coordinating donor support to GECOM will contribute to genuine local institutional ownership and accountability.

4.29 Supporting the Government’s efforts to promote and protect the human rights of the citizenry will empower citizens to hold Government more accountable to international human rights standards. UNDP has an important role to play in facilitating human rights training, for the executive and public servants tasked with treaty-reporting duties, and human rights public awareness programmes, and for the general public. This capacity building occurs in an area that is recognized as one of the three main pillars of the UN system - human rights. The Ministry of Foreign Affairs, which is the focal ministry within the Cabinet for human rights, will be the main direct beneficiary, together with other Ministries, Constitutional Commissions and civil society groups as may be appropriate. Given UNDP’s expertise in this area, UNDP will itself implement this support.

4.30 Improving access to, and quality of, justice, will help to strengthen the judicial and quasi-judicial systems, which enforce accountability, transparency and integrity in the public service. Poverty is probably the greatest barrier to justice and therefore legal aid and related social services are critical to improving access. As a development partner, UNDP can play a major role in supporting local ministries and agencies charged with this large undertaking but limited by their budgetary constraints. In addition, applying international human rights standards can no doubt enhance the quality of justice by providing specialized complaint mechanisms and additional forms of redress to the local judicial process. Working with a wide range of governmental, judicial, civil society and security-sector partners, and oversight bodies, UNDP will implement this support.

4.31 Specialised rights-based constitutional commissions may arguably be the best institutional framework Guyana can put in place to promote transparency and integrity in public service since these bodies can hold state agents accountable for human rights violations. Though legislated several years ago, the five rights-based commissions are not yet fully operational. Building the capacity of these constitutional commissions in the form of training and other related support can contribute significantly to the effectiveness of these bodies. UNDP is well-positioned to support these efforts given the wealth of international experience in this regard within the UN system, and will implement this support.

4.32 CP Outcome 8: “Social cohesion and peace-building approaches factored into national development frameworks, and integrated into programmes designed and implemented at the national and local level. Due regard paid to the promotion of human rights.” The CPD expects UNDP to generate two outputs that will contribute to this outcome:

a) capacity built in institutions, civil society organizations and political parties in social cohesion and peace-building; and

b) political dialogue and inclusion in governance strengthened.

4.33 Building capacity in social cohesion and peace-building approaches are expected to increase both national ownership for development challenges and the national response towards finding solutions to those challenges. In so doing, it is anticipated that the development process would be significantly bolstered through the liberation of national energies at all levels. Experience to date suggests that facilitated dialogue, accompanied by capacity building that permits engagement and collaboration towards shared goals, enhances working relationships at all levels. Due to the nature of this project, the Head of the Presidential Secretariat will sign the Annual Work Plan with UNDP and will also be responsible for monitoring the outcomes of the said project. It is anticipated that because of the obvious sensitivities, UNDP will directly implement this support. The strategy for achieving this output includes empowering a core group of accredited trainers with facilitation and process skills to design and facilitate peace and cohesion building training programmes within institutions, civil society organisations and political parties in a strategic, inclusive and coordinated way. Engaging the youth is a specific strategy within this output.
4.34 Cross cutting themes: The CPD indicates that attempts will be made "to mainstream a number of key cross-cutting themes: human rights, conflict prevention, disaster management, gender and HIV/AIDS." In this respect, focal points for each of these themes have been designated within the UNDP programme team. Each focal point will be mandated to liaise with other UNDP and UN colleagues as well as relevant managers within government and other partners to ensure that their theme responsibility is effectively mainstreamed in the pursuit of all 8 outcomes of the UNDP country programme and in the associated programmes of UN partner agencies through UN thematic groups. Each cross cutting theme also has specific outputs expected from the programme by 2010 with the exception of gender. Special attention will be paid to mainstream gender throughout the programme. Steps will be taken to nurture synergies across outcomes in implementing the country programme. It is expected that annual reviews, monitoring and evaluation will systematically seek and identify evidence of the extent to which all the cross cutting themes have been effectively mainstreamed.

4.35 Annual targets and indicators for each output as well as indicative resource allocations to each output by year are detailed in the CPAP Results and Resources Framework in the Annex. In summary, resources are expected to be allocated as shown in the following table:

<table>
<thead>
<tr>
<th>#</th>
<th>CPD outcome</th>
<th>Regular resources</th>
<th>Other resources</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PRS/PRSP prepared to ensure participatory process with civil society in policy formulation and programming.</td>
<td>600</td>
<td>600</td>
<td>1,200</td>
</tr>
<tr>
<td>2</td>
<td>Broad-based, multi-sectoral and multi-level response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries.</td>
<td>25</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Replicable local poverty initiative(s) linked to policy change undertaken. Community and regional development strategies will take into consideration national, sectoral and external Trade policies.</td>
<td>496</td>
<td>91</td>
<td>587</td>
</tr>
<tr>
<td>4</td>
<td>Access to energy services, electricity or cleaner fuels in rural areas increased.</td>
<td>380</td>
<td>1,050</td>
<td>1,430</td>
</tr>
<tr>
<td>5</td>
<td>Value of biodiversity factored into national planning. Government and local communities empowered to better manage biodiversity and the ecosystem.</td>
<td>300</td>
<td></td>
<td>300</td>
</tr>
<tr>
<td>6</td>
<td>Sector-specific national and local expertise developed, covering disaster-preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender.</td>
<td>0</td>
<td>131</td>
<td>131</td>
</tr>
<tr>
<td>7</td>
<td>Institutional/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service.</td>
<td>100</td>
<td>4,328</td>
<td>4,428</td>
</tr>
<tr>
<td>8</td>
<td>Social cohesion and peace-building approaches factored into national development frameworks, and integrated into programmes designed and implemented at the national and local level. Due regard paid to the promotion of human rights</td>
<td>0</td>
<td>1,700</td>
<td>1,700</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,901</td>
<td>7,330</td>
<td>9,231</td>
</tr>
</tbody>
</table>

Part 5. Partnership Strategy

5.1 The complexity and intractability of Guyana's development challenges compared with the limited UNDP resources make the partnership strategy for coordination, resource mobilization and collaboration critical to the achievement of the Country Programme outcomes. Results targeted by the programme are ambitious and can only

10 Includes TRAC 1
11 Includes TRAC 2 & 3, cost-sharing, trust funds, GEF, UNAIDS and all other resources
be achieved through collaboration with partners including the Government, civil society, UN agencies and other aid agencies. UNDP will leverage its tried and proven leadership roles in poverty benchmarking, governance and elections support to garner partnerships for resource mobilization. The environment sector is an example of an area where UNDP is already pursuing substantial resources from the Global Environment Facility. There are other possibilities for multi-donor partnerships which could be explored strategically with the full support of the Government.

5.2 UNDP: UNDP will use its comparative advantage in brokering partnerships to mobilize resources and its advantages in political neutrality and as a locally trusted partner to implement directly particularly sensitive areas of the programme. UNDP will also make available to its partners the wealth of knowledge accumulated from its own experience as well as that of others through its network country offices. Where appropriate, UNDP (and its associated funds UNV and UNIFEM) may also implement selected components of the programme.

5.3 Government of Guyana: UNDP’s key partner and stakeholder, as well as its primary client for building capacity, will be the Government – at both national and local levels. As most results expected from the programme will involve building capacity in government ministries and agencies, these institutions will, subject to minimum capacities being present, be the main implementing partners in the programme. This should ensure ownership and sustainability of results. The Ministry of Finance, as the Government’s Coordinating authority for UN agencies including UNDP, will play a key role in the CPAP, providing overall policy direction and the lead in monitoring progress towards expected results.

5.4 The UN system: UNDP and other UN agencies in Guyana are committed to manage their respective programmes so as to contribute to the outcomes expected from the UNDAF by 2010. The Resident Coordinator will endeavour to mobilize resources for the UN system as a whole in working towards the UNDAF outcomes. Progress towards the UNDAF outcomes will be jointly monitored and evaluated by the UN country team as a whole and the monitoring and evaluation of UNDP’s country programme will feed into and be guided by this. Key UN partners for the UNDP programme include UNAIDS, UNICEF, UNFPA, PAHO/WHO, UNV, UNHCHR, UNOCHA, UNDP/BCPR, UNDPA and UNCTAD. Joint programmes and joint programming will be pursued in the following indicative areas:

(i) national capacity strengthening for data collection, compilation, analysis and dissemination. (UNDP, UNICEF, UNFPA and PAHO/WHO).

(ii) Improvement and/or development of social indicators for benchmarking poverty and monitoring progress towards the MDGs. (UNDP, UNICEF, UNFPA, UNESCO, UNAIDS and PAHO/WHO).

Both of the above areas will contribute to CP Outcome 1.

(iii) natural disaster response and emergency recovery planning. (UNDP, UNICEF, UNFPA, WFP, UNESCO and UNAIDS). This will contribute to CP Outcome 6.

(iv) HIV/AIDS technical support (UNDP, UNICEF, UNFPA, ILO, UNESCO and UNAIDS). This will contribute to CP Outcome 2.

5.5 Civil society: recognizing the pivotal role of civil society in social cohesion and peace within Guyana as well as the more general roles in development advocacy and in promoting good governance, the programme envisages important partnerships with civil society organizations including NGOs, CSO, academia and others. Civil society organizations can also complement the limited outreach of government agencies in more remote and poorer areas and can be valuable partners in community mobilization and community level interventions. Accordingly, civil society organizations, including both NGOs and community-based organizations, may implement selected components of the programme.

5.6 Other donors: UNDP will closely coordinate its interventions with significant development partners in Guyana, such as the World Bank, IDB, the European Union, USAID, CIDA and DFID, with a view to ensure consistency and maximize impact. Programme co financing may be sought with some such partners.
5.7 **Private Sector:** UNDP will initiate dialogue with private sector companies with a view to mobilizing resources and other support for the programme. Some companies are beginning to view a "corporate social responsibility" in doing business and adhere to the principles of the Global Compact.

5.8 The following table lists potential partners in each of the above categories. Implementing partners for each programme output are identified in the annexed results and resources framework.
## Key partners in the implementation of the UNDP country programme

<table>
<thead>
<tr>
<th>Government/Parastatals</th>
<th>Civil Society</th>
<th>UN System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Finance</td>
<td>Guyana Manufacturers' Association</td>
<td>UNDP</td>
</tr>
<tr>
<td>Office of the President</td>
<td>Private Sector Commission</td>
<td>UNICEF</td>
</tr>
<tr>
<td>Environmental Protection Agency (EPA)</td>
<td>Guyana Human Rights Association</td>
<td>PAHO</td>
</tr>
<tr>
<td>Ethnic Relations Commission</td>
<td>Help &amp; Shelter</td>
<td>UNAIDS</td>
</tr>
<tr>
<td>Guyana Elections Commission</td>
<td>Guayanese Organization for Indigenous peoples</td>
<td>UNFPA</td>
</tr>
<tr>
<td>Bureau of Statistics</td>
<td>Amerindian People's Association</td>
<td>ILO</td>
</tr>
<tr>
<td>Guyana Energy Agency</td>
<td>The Amerindian Organisation of Guyana</td>
<td>FAO</td>
</tr>
<tr>
<td>Office of the Prime Minister</td>
<td>Red Thread</td>
<td>UNCTAD</td>
</tr>
<tr>
<td>Guyana Office for Investment</td>
<td>Guyana Association of Professional Social Workers</td>
<td>IMF</td>
</tr>
<tr>
<td>Ministry of Amerindian Affairs</td>
<td>Guyana Islamic Trust</td>
<td>UNESCO</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>St. Francis Community Developers</td>
<td>IFAD</td>
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<tr>
<td>Ministry of Health</td>
<td>Guyana Islamic Trust</td>
<td>UNIFEM</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs</td>
<td>Youth Challenge Guyana</td>
<td>UNV</td>
</tr>
<tr>
<td>Ministry of Foreign Trade &amp; International Cooperation</td>
<td>Volunteer Youth Corps</td>
<td>UNOPS</td>
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<tr>
<td>Ministry of Home Affairs</td>
<td>World Wildlife Fund</td>
<td>WFP</td>
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<tr>
<td>Ministry of Labour, Human Services &amp; Social Security</td>
<td>Conservation International</td>
<td>UNHCR</td>
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<tr>
<td>Parliament Office</td>
<td>Iwokrama International Centre for Rainforest Conservation &amp; Development</td>
<td>UN-OCHA</td>
</tr>
<tr>
<td>National Parks Commission</td>
<td>The Guyana Red Cross Society</td>
<td>UNCCD</td>
</tr>
<tr>
<td>Ministry of Tourism, Commerce &amp; Industry</td>
<td>The Salvation Army</td>
<td>NGO Forum</td>
</tr>
<tr>
<td>Ministry of Housing and Water</td>
<td>Global Youth Action Network</td>
<td>Gubernet</td>
</tr>
<tr>
<td>National Agriculture Research Institute</td>
<td>Partners in Conflict Resolution</td>
<td>Global Youth Action Network</td>
</tr>
<tr>
<td>University of Guyana</td>
<td>Guyana Citizens Initiative</td>
<td>Guyana Citizens Initiative</td>
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<td>Guyana National Bureau of Standards</td>
<td>North Rupununi District Development Board</td>
<td>North Rupununi District Development Board</td>
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<td>Civil Defence Commission</td>
<td>Guyana Relief Council</td>
<td>Guyana Relief Council</td>
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<td>Guyana Forestry Commission</td>
<td>US Centres for Disease Control</td>
<td>US Centres for Disease Control</td>
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<tr>
<td>Guyana Lands and Surveys Commission</td>
<td>Electoral Advisory Bureau</td>
<td>Electoral Advisory Bureau</td>
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<tr>
<td>Geology and Mines Commission</td>
<td>Inter Religions Organization</td>
<td>Inter Religions Organization</td>
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<tr>
<td>Ministry of Legal Affairs</td>
<td>Permanent Inter-Agency Committee on Human Rights</td>
<td>Permanent Inter-Agency Committee on Human Rights</td>
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<td>Supreme Courts</td>
<td>Guyana Human Rights Association</td>
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<tr>
<td>Office of the Ombudsman</td>
<td>Guyana Bar Association</td>
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<tr>
<td>Police Complaints Authority</td>
<td>Guyana Association of Women Lawyers</td>
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<tr>
<td>Guyana Police Force</td>
<td>Amnesty International (Guyana)</td>
<td>Amnesty International (Guyana)</td>
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<tr>
<td>National Centre for Education Research and Development</td>
<td>Trade Unions</td>
<td>Trade Unions</td>
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<tr>
<td>Human Rights Commission</td>
<td>WAVE</td>
<td>WAVE</td>
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<td>Women and Gender Equality Commission</td>
<td>Small Business Association</td>
<td>Small Business Association</td>
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<tr>
<td>Indigenous Peoples' Commission</td>
<td>Institute of Private Enterprise Development</td>
<td>Institute of Private Enterprise Development</td>
</tr>
<tr>
<td>Rights of the Child Commission</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Other Donors

- United States Agency for International Development (USAID)
- Canadian International Development Agency (CIDA)
- Department for International Development (DFID)
- World Bank
- Commission of the European Communities (EC)
- Indian High Commission
- Caribbean Development Bank
- Inter-American Development Bank
- KFW
- CARICOM (not a donor!)
- OAS

### Private Sector

- Amazon Caribbean (Guyana) Ltd
- Private Sector Commission
- Guyana Telephone & Telegraph Co. Ltd
- Guyenterprise
- Banks DIH
- Demerara Distilleries Ltd
- Guyana Water Inc.
Part 6. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Programme Cycle Management Unit of the Ministry of Finance, as the Government Coordinating Authority for UNDP. Government ministries, NGOs, UN agencies including UNDP itself will implement the programme activities.

6.2 The Ministry of Finance will carry out coordination of initiatives supported by UNDP and those undertaken by the national government and other development partners. The Ministry is also expected to provide UNDP with the information needed to avoid duplication and redundancy, and to facilitate the catalytic deployment of the resources made available through UNDP.

6.3 The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. Each AWP will be signed by its agreed implementing partner. In the absence of signatures, expenditures cannot be initiated.

All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

Cash transfers for activities detailed in AWPs can be made by a UN agency using the following modalities:

1. Cash transferred directly to the Implementing Partner:
   (a) Prior to the start of activities (direct cash transfer), or
   (b) After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN Agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN12 Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.4 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with

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12 For the purposes of these clauses, “the UN” includes the IFIs.
the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, programme resources frameworks the CPAP and the AWPs. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programmatic initiatives. However, when necessary, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. In line with the new joint programme guidelines, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.5 Atlas contributes to timely, efficient delivery of activities and more effective financial monitoring will be used in the management of projects and the UNDP programme.

6.6 Under this programme, audits will be organized as an integral part of sound financial and administrative management and of the UNDP accountability framework. Audit observations/findings will be used together with monitoring, evaluation and other reports to continuously improve the quality of the activities and of management.

6.7 Results of assessments of the capacity of Implementing Partners will be used to inform decisions on resource transfer.

6.8 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part 7. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for ensuring continuous monitoring and evaluation of the CPAP to ensure efficient utilization of programme resources as well as accountability, transparency and integrity. Implementing partners will provide quarterly reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as foreseen in the AWP. Reporting will use UNDP's standard formats and will be harmonized with other UN agencies to the extent possible.

7.2 The results-based management approach, as reflected by the indicators, benchmarks, baselines and targets in the attached RRF, will be used to track progress towards programme outcomes and each expected output. UNDP's CP contributes to all three UNDAF outcomes and impact monitoring will be aligned to the UNDAF Monitoring and Evaluation Framework. This includes a mid-term review of the UNDAF in 2008 (check) and annual monitoring of key outcome indicators through results-oriented reporting under MYFF.

7.3 Guyana's first MDG Report in 2003 provides baseline data and time-bound targets and benchmarks to which the Government and UNDP and the UN as a whole are committed. Progress will be tracked through subsequent MDGRs and National Human Development Reports (to be published in 2007 and 2009). The MDGR will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and Work plan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs.

7.4 Multi-stakeholder annual reviews of the country programme will be convened and led by the Government to track progress towards the programme's expected outcomes and its contributions to UNDAF outcomes. These reviews will recommend changes to the CPAP as necessary, and provide the basis for the preparation of AWPs for the following year as well as for the country office's reporting of its annual results. The first such review will take place in November 2006 and subsequent reviews will take place every year thereafter.

7.5 If the CPAP is supplemented by project documents for specific interventions, detailed results frameworks will be developed in partnership with government and other key stakeholders. M&E instruments at output (and project) level
will include quarterly progress reporting, joint field visits, tri-partite review mechanisms, baseline and other surveys as appropriate and output/project evaluations. Evaluations may be combined in outcome, cluster and/or thematic evaluations and will use national expertise to the largest extent possible. Partners surveys will continue on an annual basis to help assess perceptions on the extent to which UNDP is making a difference in Guyana, where and how and how it might do better.

7.6 Implementing Partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives.

2. Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring.

3. Special or scheduled audits, UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.7 To facilitate assurance activities, implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.8 The audits will be commissioned by UNDP and undertaken by the Audit Office of Guyana.

7.9 Assessments and audits of non-government implementing partners will be conducted in accordance with the policies and procedures of UNDP.

Part 8. Commitments of UNDP

8.1 Regular resource allocation (TRAC 1.1.1) for the country programme for 2006-2010 is US$ 1.9 million. UNDP will mobilize at least an additional US$ 9 million as non-core resources, subject to interest by funding partners (third party cost-sharing $ 4.1 million; private sector $0.2 million; GEF $1.3 million; thematic trust funds $1.4 million). These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. It is also expected that Government funding to UNDP projects developed in partnership will reach $0.7 million in 2006-2010, which brings the total estimated funding for the Country Programme duration to US$11.6 million. These resources will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing in the areas covered by this CPAP.

8.2 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and quarterly progress reporting, joint responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.3 At the Government's request, UNDP will provide support services for activities in the CPAP including, but not necessarily limited to the following:

a. Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;

b. Identification and facilitation of training activities, including fellowships and study tours;
c. Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services; and

d. Access to the support provided by the network of UN specialized agencies, funds and programmes.

8.4 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in three working days.

8.5 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within three working days, subject to prior receipt by UNDP of documentation fully meeting its standard procedures.

8.6 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.7 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

8.8 In providing the above mentioned and other services, UNDP will levy charges to ensure that its costs are fully recovered, in line with UNDP's standard cost recovery policies.


9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 3 May 1977. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds and assets and to its officials and consultants. In addition, the Government will accord to UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 As a contribution to the programme, Government cost sharing arrangements will be pursued. In total over the five years of the Country Programme, Government funding for UNDP-managed projects in support of key national priorities is expected to reach approximately $0.7 million. Equally, the Government will continue to actively support UNDP in its efforts to mobilize resources from other donors in order to meet the funding needs of the Country Programme.

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might impact on cooperation.

9.4 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall
identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the Designated Official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

9.5 Cash received by the Government and National NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UNDP regulations, policies and procedures will apply.

In the case of International NGO and International Government Organisation (IGO) Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.6 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UNDP;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed.

9.7 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors;
- Provide a timely statement of the acceptance or rejection of any audit recommendation to UNDP;
- Undertake timely actions to address the accepted audit recommendations;
- Report on the actions taken to implement accepted recommendations to Implementing Partners and UNDP.

10.1 This CPAP supersedes any previously signed CPAP between the Government of Guyana and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.2 Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 20 February 2006 in Georgetown, Guyana.

For the Government of Guyana
Signature: Sainsarine Kowlessar
Name: Sainsarine Kowlessar
Title: Minister of Finance

For the United Nations Development Programme, Guyana
Signature: [Signature]
Name: Youssef Mahmoud
Title: Resident Representative
**UNDAF Outcome #3 (Opportunities) Reduce poverty to 28% by 2010 through stimulation of growth and job creation (MDGs 1&8)**

**Country Programme Outcomes targeted:**
1. Sustainable economic growth of 6% per annum
2. Private Sector becomes an engine of economic growth and sustainable development
3. Government budgeting directed to facilitate growth and human development and equitable distribution of economic growth and development (special focus on vulnerable groups)
4. Increased participation of individuals and groups in the development process

**UNDP MYFF Goal**

<table>
<thead>
<tr>
<th>UNDP MYFF Goal</th>
<th>UNDP CP Outcome (Service Line and Core Results)</th>
<th>Expected Outputs</th>
<th>Output Targets</th>
</tr>
</thead>
</table>
| 1 & 5: Achieving the MDGs and reducing human poverty (including ‘responding to HIV/AIDS’) | 1.2: Pro-poor policy reform to achieve MDG targets
1.2.1: PRS/PRSP prepared through substantive participatory process to ensure clear linkages with human development and the MDGs
1.3: Local poverty initiatives, including microfinance
1.3.2: Replicable local poverty initiative(s) linked to policy change undertaken | • Improve capacity to monitor and manage indicators
• System developed to ensure broad-based participation in preparing strategies and policies
• Capacity built to develop decentralised poverty-reduction strategies, incorporating disaster management strategies
• Capacity of private sector built to improve business processes toward the achievement of the MDGs, including engaging in partnerships for development | • ICTs to monitor and manage indicators
• Reliable database of indicators
• Train statisticians
• 2 revised PRSPs, 3 PRSPRs, 2 MDGRs, and at least 1 evaluation
• At least 8 area development strategies formulated
• Demonstration projects, using public-private partnerships for employment creation, implemented
• Partnerships established with private sector bodies |

<table>
<thead>
<tr>
<th>Indicator Resources by Programme Component (US$'000)</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources</td>
<td>300</td>
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<tr>
<td>Other Resources</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td></td>
<td></td>
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</table>

| 3: Energy and environment for sustainable development | 3.5: Conservation and sustainable use of biodiversity
3.5.1: Contribution of biodiversity and ecosystem services to food security, health, livelihoods and reduced vulnerability to natural disasters factored into national planning for the achievement of development goals, including safeguards to protect these resources
3.5.2: Governments and local communities empowered to better manage biodiversity and the ecosystem services it provides | • Capacity built to manage community natural resources
• Capacity built at the national level to manage natural resources
• Capacity built for land use management | • Community natural resources management plan formulated and implemented
• Policy guidelines on access to natural resources and benefit sharing formulated and implemented
• Strategic plan for the EPA
• Assessment made of national capacity to implement international agreements |

<table>
<thead>
<tr>
<th>Indicator Resources by Programme Component (US$'000)</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
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<tbody>
<tr>
<td>Regular Resources</td>
<td>250</td>
<td>100</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Other Resources</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
</tbody>
</table>

| 3.3: Access to sustainable energy services
3.3.2: Access to energy services, electricity or cleaner fuels in rural areas increased | • Capacity built in hinterland communities for renewable energy
• Capacity built in the use of renewable energy technologies | • Pilot demonstration sites established
• Increased generation and use of renewable energy |

<table>
<thead>
<tr>
<th>Indicator Resources by Programme Component (US$'000)</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources</td>
<td>75</td>
<td>100</td>
<td>100</td>
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</tr>
<tr>
<td>Other Resources</td>
<td>50</td>
<td>75</td>
<td>75</td>
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<tr>
<td>UNDP MYFF Goal</td>
<td>Service Line and Core Results</td>
<td>Expected Outputs</td>
<td>Output Targets</td>
<td>Indicative Resources by Programme Component (US$’000)</td>
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| 2 & 4: Fostering democratic governance (including ‘Crisis Prevention and Recovery’) | 2.7: Public administration reform and anti-corruption 2.7.2: Institution/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service | • Elections held to international standards  • Government’s ability to promote human rights strengthened  • Access to and quality of justice improved | • Implementation of Constitutional Reforms Advanced:  ○ 4 additional rights-based commissions established  ○ legislation drafted giving effect to Constitutional reform  ○ Parliamentary reform and strengthening completed  • Systems and procedures for credible elections developed  • Human Rights Agenda Advanced:  ○ 2 workshops and 3 projects on human rights completed  ○ Systems and procedures for meeting human rights reporting obligations developed | 2006 2007 2008 2009 2010
|               |                               |                  | Regular Resources | Other Resources |
| 4.1: Social cohesion and peace building |                               |                  | 100 | 1500 800 500 500 500 |
| 4.1.2: Social cohesion and peace-building approaches informed/factored into national development frameworks, and integrated programmes designed and implemented at national and local level | • Capacity built in institutions, civil society organisations and political parties in social cohesion and peace-building  • Political dialogue and inclusivity in governance strengthening | • Training for ERC staff and Commissioners  • 10 workshops on Conflict Transformation held  • 10 community-based and 4 regional initiatives to promote peace and conflict preventionson done | Regular Resources | Other Resources |
| 4.5: Natural disaster reduction |                               |                  | 0 0 0 0 0 | 700 600 500 200 100 |
| 4.5.2: Sector-specific national and local expertise developed, covering disaster-preparedness planning and mitigation of risks and vulnerabilities | • Capacity built to reduce and manage environmental risk  • Capacity built to respond to natural disasters at the community level | • Disaster management strategy formulated and implemented  • Communities trained in disaster management and preparedness  • Public Awareness Campaign launched | Regular Resources | Other resources |
|                       |                               |                  | 300 300 300 300 300 |
Draft country programme document for Guyana (2006-2010)*

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* The compilation of data required to present the Executive Board with the most current information has delayed submission of the present document.
I. Situation Analysis

1. Despite being a country of enormous economic potential, Guyana is currently a small Highly Indebted Poor Country (HIPC). During the past five years the economy experienced only slow growth, estimated at 0.65 percent\(^1\) and the per capita gross domestic product (GDP) at the end of 2004\(^2\) was merely $857. This GDP level is likely to be even lower at the end of 2005 as a result of devastating floods in January, which affected 20 percent of the population, with damage and losses estimated to be around 60 percent of GDP\(^3\).

2. Between 1992 and 2000 the percentage of persons living in poverty was seen to decline from 43 percent to 35 percent\(^4\). No later data on poverty are available, and in the absence of robust GDP growth, it is unlikely that the poverty levels would have continued to drop over the past five years. The absence of consistent, reliable time series data continues to be a major impediment in the capacity to monitor and evaluate progress in the country. As a result, the Government of Guyana has placed a high priority on strengthening capacity in reliable data gathering and maintenance.

3. The data from two surveys by the Bureau of Statistics (BOS) show that growth in the economy has not increased the number of available jobs. The Labor Force Survey of 2000, measured the rate of inactivity of the working age population at around 45 percent. Such high levels of economic inactivity have the likelihood of increasing economic vulnerability, especially among women and youth, which in turn could contribute to higher crime and HIV/AIDS rates, as well as social tensions, resulting in distrust and lack of social cohesion between and among communities.

4. Migration out of Guyana has been high – averaging about two percent of the country’s population per year. More than 83% of the country’s university graduates have migrated to take jobs with the Organization of Economic Co-operation and Development and to the Caribbean Community and Common Market countries (CARICOM). Moreover, according to the 2002 Census, population growth has remained steady. Therefore, the ongoing migration of skilled professionals and entrepreneurs in the last 20 years, has hampered the Government’s efforts to reach sustainable economic growth, and has also limited its capacity to implement programmes. These factors have combined to slow the achievement of the Millennium Development Goals (MDGs).

5. Investments by the private sector have been somewhat constrained and the official development assistance (ODA) has been on the decline for several years, though it now shows signs of reviving. Consistent with the efforts to create a broad-based job-creation-oriented economic growth policy, an Investment Law and a Small Business Act were passed to stimulate investments, particularly in the hinterland regions, where extreme poverty exceeds the national average. In addition, comprehensive reforms in fiscal policy, including the passage of the Fiscal Enactments Law, the Organic Budget Law and consideration of the VAT, currently being undertaken by the Parliament, will further enhance the investment framework and may encourage private investment.

6. Due to the perceived political and social instability in the country, efforts to attract foreign investment have not been very successful. Stimulating private investment will take more than laws and regulations. An enabling investment climate will require a stable political environment, efficient bureaucracy, law and order and the expedient resolution of business conflicts. Unfortunately, political instability exacerbated by pockets of organized and violent crime persists in Guyana, and this will impact existing and future investments.

7. Analysis contained in the draft 2005 Poverty Reduction Strategy Paper (PRSP) Progress Report also acknowledges the importance of political stability, internal security, sound infrastructure and efficient conflict resolution mechanisms as essential blocks to building confidence in the economy.\(^5\)

\(^1\) Computation from Budget Speeches 2002-2005
\(^2\) 2005 Budget Speech, which can be found at http://www.gina.gov.gy/publications.htm
\(^3\) ECLAC: Guyana Flood Disaster Assessment Report see it 'Documents, Publications' at - http://www.sdnp.org.gov/undp/
\(^4\) Guyana: Living Conditions Survey 2000

\(^5\) PRSP Progress Reports can be found at: http://www.povertyreduction.gov.gy/
8. In short, Guyana faces three obstacles in its efforts to achieve the MDGs: (i) constraints on people's choices and interventions; (ii) the prevailing political culture; and (iii) vulnerability to economic, environmental and social hazards. Further and immediate threats to the achievement of the MDGs include the presence of HIV/AIDS, flooding during heavy rains, changes in the European Union trade agreement on sugar, low activity rates and unemployment.

9. Keenly aware of these problems, the government is making efforts to reduce their negative impact. This has resulted in improvements in the infrastructure, education and health sectors. Recent developments also suggest that direct foreign investment will start to increase.

II. Past cooperation and lessons learned

10. Till now the key governance interventions carried out by the United Nations Development Programme (UNDP) have been in coordinating donor inputs to strengthen the Elections Commission, facilitating Constitutional Reforms, facilitating political dialogue and building social cohesion and peace, as well as supporting the preparation of national reports under the human rights conventions. In the area of poverty reduction the UNDP interventions have taken the form of supporting the preparation of a Poverty Reduction Strategy Paper (PRSP) including coordinating donor support, preparation of PRSP progress reports in 2004 and 2005, preparation of a MDG Report, capacity building for monitoring the MDGs and thePRS and a public/private partnership demonstration project. In the area of energy and environment, the country office has supported the raising of awareness on environmental matters, management of the environment, and demonstration projects for renewable energy for the hinterland regions. It has also been instrumental in building monitoring capacities at the community level, and increasing flows of Global Environment Facility (GEF) resources to the country.

11. Assessments of the Government of Guyana/UNDP programme of cooperation found that with the amount of resources at its disposal, both financial and human, and with the need to focus on results, the country office was involved in too many outcomes. The consensus is that it is important to narrow the focus of the programme and work towards a smaller number of outcomes. Therefore, in order to maximize impact, five or six outcomes would be identified for the new programming cycle in Guyana.

12. In assessing the implementation of projects and programmes it was found that capacity for national execution is extremely weak. This has often placed the country office in the position of leading project design, albeit in collaboration with Government, thus diluting national ownership and the national capacity. Maintaining human resource capacity continues to be a major challenge for any development initiative in Guyana, and the result has been very slow rates of implementation of several projects. Efforts are being exerted by the Government and country office to ensure that positions remain attractive to nationals, and thus old salary scales are being revised progressively and new schemes put in place.

13. As ODA resources shrank, implementation of the changed UNDP policy from provider of project inputs to policy advisory type of programmes produced many tensions. Another learning for the country office was that shifting focus onto sensitive national level processes and policies required UNDP to reduce its visibility, (since they can be seen to be impacting on national sovereignty), in order to preserve the appearance and fact of national ownership.

14. The national authorities have recognized the need to be more pro-active in implementing projects and programmes supported by UNDP, and also recognized the importance of UNDP's corporate mandates as drivers in the whole process.

III. Proposed programme

15. The Common Country Assessment (CCA) sees the challenges to Guyana's progress in the context of human development. It identifies three groups of...
challenges: (i) those related to human capabilities (including education, health, living conditions and access to clean water and sanitation); (ii) those related to human empowerment (empowering individuals and groups, and political and social stability); and (iii) those related to creating opportunities for people (vocational training and re-training; diversifying of production and sectoral mobility of workers, thus improving and sustaining growth of the economy and of jobs). The United Nations Development Assistance Framework (UNDAF)\(^9\) Outcomes also follow this logic and are focused on contributing to the achievement of the national priority areas of: (a) eliminating poverty by investing in people and requisite physical capital; (b) building an inclusive system of governance based on the rule of law, in which citizens and their organizations participate in the decision-making processes that affect their well-being; and (c) creating a macroeconomic framework and sustainable economic base conducive to elimination of poverty.

16. The proposed programme is influenced by national priorities, by the UNDAF, by corporate frameworks set out in the Multi-Year Funding Framework (MYFF), the Millennium Declaration, the MDGs and the comparative advantages of the country office. It also attempts to mainstream a number of key cross-cutting themes: Human Rights, Conflict Prevention, Disaster Management, Gender, and HIV/AIDS.

17. Responding to the key issues raised in the situation analysis, the country programme identifies eight UNDP MYFF action areas. These are: 1. Pro-poor policy reform to achieve MDG targets; 2. Local poverty initiatives with emphasis on the role of the private sector; 3. Public administration reform and anti-corruption; 4. Access to sustainable energy services; 5. Sustainable development achieved through renewable energy supply and sound environmental management; 6. Social cohesion and peace building; 7. Natural disaster reduction; and 8. Development planning, implementation and HIV/AIDS.

18. Continued focus will be placed on: (i) Social infrastructure and the facilitation of communal activities for rural areas, such as the ongoing heart-of-palm project where indigenous groups are directly involved in income-generating initiatives; (ii) Life skills education (with special emphasis on youth employment initiatives), training and access to basic technology. These programmes will be based primarily on partnerships and networking with the small and medium private sector enterprises operating outside the city. The MDG Business Initiative of the country office supported by the Government of Guyana and the private sector, has enhanced the latter's role in the country. (iii) Investing in national youth capacity by creating an environment conducive to skills development through the Social Cohesion Programme that will continue through the next cycle. This component of the programme aims to train one hundred and twenty youth representing thirty-nine Neighborhood Democratic Councils (NDCs) across the Regions in areas such as Civic Education, Leadership, Human Rights, Conflict Transformation and Project Proposal writing/development. Additionally, this component seeks to engage the youth in post-training project development and implementation activities that will contribute to social cohesion at the community level.

19. The Programme will produce the following outcomes: participatory preparation of the Poverty Reduction Strategy Paper; mainstreaming HIV/AIDS into development plans; replicable local poverty initiatives; improved access to renewable energy in rural areas; improved institutional capacity for disaster management and recovery; environmental management mainstreamed into National Plans and Strategies; national and local governments empowered to manage biodiversity; frameworks established to promote improved governance of the public sector; and enhanced social cohesion and peace building.

20. Steps are being taken to create synergies between the MDGs and other programmes such as "Empretec" which essentially promotes the strengthening of institutional capacity and skills for private sector development. Intensive efforts and resources are being put towards strengthening national statistical systems and databases. Particular attention will be given to building up a strong base for human rights and gender. Under the joint programming modality, these country programme outcomes will be supported in conjunction with programmes of other United Nations agencies.

21. The outputs anticipated from UNDP’s engagement in the above areas are intended to improve the country’s chances of achieving the MDGs. This

\(^9\) UNDAF can also be found at: [http://www.sdnp.org.gy/undp/](http://www.sdnp.org.gy/undp/)
approach is designed to tackle development through strengthening the capacity to develop evidence-based policies; improved monitoring and evaluation, and hence improved strategic planning and implementation, at both the national and regional levels; promoting development of systems and institutions of governance; enhancing people's involvement in determining development directions; and improved capacity to respond to disasters.

IV. Programme management, monitoring and evaluation

22. The national execution modality is expected to be deployed in the activities of the 2006–2010 programme cycle. Coordination of initiatives supported by UNDP and those undertaken by the national government and other development partners will be carried out by the Ministry of Finance. The Ministry is also expected to provide UNDP with the information needed to avoid duplication and redundancy, and to facilitate the catalytic deployment of the resources made available through UNDP. Broad based consultations will be conducted to ensure that project design and implementation gain national ownership.

23. Annual work plans be formulated for each project, against which resources will be advanced to the designated agency responsible for national execution. Quarterly Progress Reports will be prepared by project managers and submitted to the country office for analysis. Regular reviews of progress will be conducted to determine the appropriateness of allocations and the feasibility of projects. At the end of each year, the Results Oriented Annual Report (ROAR) and an Annual Review of the Country Programme Action Plan will be prepared to reflect the results achieved on the MYFF goals.

24. Monitoring of the country programme will be carried out at several levels. At the highest level, the performance will be evaluated in the context of the UNDAF and the Millennium Development Goals, using the agreed indicators of progress. At the secondary level, monitoring activity will focus on achievement of the strategic results framework and outcomes using the outcome indicators selected; and at the operational level, Project Staff will focus on progress in the context of the Annual Work Plan inputs and outputs. The findings of the monitoring and periodic review and evaluation exercises will be reported through the ROAR, the mid-term review of the UNDAF and in Outcome Evaluations.
### Annex: Results and resources framework for Guyana (2006-2010)

<table>
<thead>
<tr>
<th>Programme component</th>
<th>Programme outcomes</th>
<th>Programme outputs</th>
<th>Output indicators, baseline and targets</th>
<th>Resources by goal (in thousands $)</th>
</tr>
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<tbody>
<tr>
<td><strong>UNDAF Outcome 3: Poverty reduced to 28 percent through stimulation of growth and job creation</strong></td>
<td>Achieving the MDGs and reducing human poverty. Responding to HIV/AIDS. PRSP prepared to ensure participatory process with civil society in policy formulation and programming. PRSP prepared taking into consideration clear linkages with human development and the MDGs. Broad-based, multi-sectoral and multi-level response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries.</td>
<td>- Strengthened capacity to collect, analyze and disseminate key economic and social data. - Systems developed to ensure feedback from civil society on policy framework and programming.</td>
<td>PRSP 2006 and subsequent Progress Reports incorporate: - institutionalized role for civil society in policy, programming and monitoring &amp; evaluation. - customized targets and indicators for the MDGs. Specific Action Plans for HIV/AIDS incorporated into PRSP and in Sector Plans.</td>
<td>Regular: $1,000 Other: $1,350</td>
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<td>Replicable local poverty initiative(s) linked to policy change undertaken. Community and regional development strategies will take into consideration national, sectoral and external trade policies.</td>
<td></td>
<td>- Advocacy and support for the formulation of a National HIV/AIDS Strategic Plan. - Implementing major grants to scale up national response to the AIDS epidemic. - Technical capacity strengthened to manage and coordinate donor assistance.</td>
<td></td>
<td>Regular: $172 Other: $500</td>
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<td><strong>UNDAF Outcome 3 and Outcome 1: An increase of at least 10 percent in the proportion of Guyanese accessing quality services in education, health, water and sanitation, and housing with capabilities enhanced to maximize available opportunities.</strong></td>
<td>Energy and environment Access to energy services, electricity or cleaner fuels in rural areas increased.</td>
<td>- Capacity built to develop decentralized poverty reduction strategies, incorporating disaster management strategies. - Capacity built for increased job creation at the community, regional and local levels. - Institutional capacity built to market local products internationally. - Capacity of private sector built to improve business processes toward the achievement of the MDGs, including engaging in partnerships for development.</td>
<td>Two Amerindian villages have access to renewable energy.</td>
<td>Regular: $370 Other: $1,641</td>
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