COUNTRY PROGRAMME ACTION PLAN

for

2007 – 2011

Between the

GOVERNMENT OF JAMAICA

and the

UNITED NATIONS DEVELOPMENT PROGRAMME
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The Framework

i. The Government of Jamaica and the United Nations Development Programme are in mutual agreement regarding the contents of this document and their responsibilities in the implementation of the Country Programme.

ii. Furthering their mutual agreement and cooperation for the realization of coherent and integrated United Nations system response to national priorities and needs within the framework of the Millennium Development Goals (MDGs) and the international conferences, summits and conventions of the UN system to which the Government of Jamaica and UNDP are committed;

iii. Building upon the experience gained and progress made during the implementation of the previous Country Programme - the Second Country Cooperation Framework (CCF II) (2002-2006);

iv. And entering into a new period of cooperation – the Country Programme (2007-2011), declare that these responsibilities will be fulfilled in a spirit of friendly cooperation and have agreed as follows:

Part 1  Basis of Relationship

1.1 Preamble

The Government of Jamaica (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to guide and inform UNDP’s assistance to the country, through the Standard Basic Assistance Agreement (SBAA). The SBAA was signed by both parties on 26th January 1976. This Country Programme Action Plan (CPAP), together with the Annual Work Plans (AWPs) included hereunder, are referred to collectively as the project documentation in the Standard Basic Assistance Agreement (SBAA). The CPAP and AWPs constitute together the basis upon which the project documents shall be prepared and signed, between the Government of Jamaica and UNDP.

This CPAP is a five-year framework defining mutual cooperation between the Government of Jamaica and the UNDP, covering the period 2007 - 2011. It derives from the Country Programme Document for Jamaica (2007-2011) and is based on development challenges identified in the UN Common Country Assessment (CCA) and the UN response outlined in the United Nations Development Assistance Framework (UNDAF), which take account of the conventions and the Millennium Development Goals, as well as the lessons learned from the Country Cooperation Framework experience (2002 - 2006). The CPAP, prepared in close consultation with key stakeholders, defines the broad outlines of the goals that the Government and UNDP jointly subscribe to, within agreed financial parameters.
Part 2  Situation Analysis

2.1 Poverty Reduction, Energy and Environmental Security:

Since 1990, statistics have reflected a decline in the incidence of poverty, especially between 1990 and 1997 with the proportion of Jamaicans living on or below the poverty line falling from 28.4 percent of the total population in 1990 to 16.9 percent in 2001, then from this period onward, the level of poverty remained fairly stable. Despite this progress, poverty remains a significant barrier to the enjoyment of basic human rights by all and the attainment of sustainable development in Jamaica. The incidence of poverty is higher in rural areas than urban ones; and almost two-thirds of all people who are poor live in rural areas. Addressing rural poverty has the potential to reduce rural to urban migration, thereby alleviating the stress on already inadequate infrastructure in large urban centres. Within these broad trends, poverty rates among children continued to increase relative to the general population. This has severe repercussions for children who grow up in homes that are both physically and emotionally deficient. Such deficiencies tend to induce behaviour characterized by conflict and violence leading to social exclusion and decreased human security.

Although a middle income country, Jamaica has for many years had a high level of debt1 which severely constrains the amount of money government can allocate to social services. Education, Health, Justice and Security together comprised 34% of the recurrent budget in 2008/9. At the same time, the government allocated 49% of the recurrent budget to interest payments and sinking fund contributions while loan repayment was 74% of the Capital budget. Overall, debt servicing accounted for 53% of the total 2008-9 budget2. The Government needs to be able to create fiscal space to allow for increased expenditure in the vital social services while not increasing significantly the size of the budget.

Consequently, the County Programme will support the efforts of the Government to manage public debt and increase efficiency of public spending on vital social services, thus reducing the effects of poverty, especially among vulnerable groups in rural areas but including select urban communities. Emphasis will be placed increasing the quality and use of data and information to improve policy formulation and implementation. This will also involve working with local government to support sustainable development of rural areas, increased availability and access to social services and sustainable livelihoods.

The Jamaican economy is heavily reliant on the use of its natural resource base as the critical foundation for economic activities in tourism, mining, agriculture and fishing. Managing the effects of micro and macro economic activities on natural resources is essential for minimizing negative repercussions on environmental services and social services and ensuring the attainment of sustainable livelihoods. Failure to implement or enforce mandates of the state has resulted in: improperly planned urban and rural settlements, including tourism developments; pollution of water: destructive fishing practices: inadequate solid waste management; and poor watershed management practices that degrade fragile land-based and marine ecosystems. These conditions impact more heavily on those less likely to have the capacity to address their rights – the vulnerable and poor. The effects of natural hazards, such as earthquakes, tropical cyclones, and high rainfall are exacerbated by anthropogenic factors such as unclear land tenure, poor farming practices and poorly designed construction on steep slopes and on the coast, which increase vulnerability to flood, droughts, storm surge and landslides.

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1 Total public debt was 107% of GDP in 1980 and 135% of GDP in 2006, the highest point was 212% in 1984 (Min. Finance Debt Management Unit)
2 Estimates of expenditure as presented to the House of Representatives 2008.
Therefore, the Country Programme will place particular emphasis on strengthening the capacity of government agencies and other entities to efficiently implement policies and programmes in integrated land management, as well as management of coastal zones, water and energy especially in targeted vulnerable areas. Efforts will also be directed to strengthening national policy and programming frameworks that mitigate natural and anthropogenic hazards, including plant and animal diseases. Support will further be targeted towards developing, mobilizing and coordinating regional capacity for managing and mitigating risks related to natural disasters in the region.

### 2.2 Peace, Justice and Security:

The security situation in Jamaica has worsened significantly in recent years. Although Jamaica is not yet perceived as a crisis country, immediate action is needed to address the levels of insecurity and their underlying causes in order to prevent the situation from deteriorating further. Despite significant efforts in institutional strengthening and reorganization of the Jamaica Constabulary Force, the number of reported crimes has continued to increase. In 2004, the overall crime rate was estimated\(^3\) at 1,351 per 100,000 of population compared to 1,195 per 100,000 in 2003. In terms of murder alone, a record 1,669 murders took place in 2005. This figure is inline with the existing upward trend in homicides over the last two years. The Kingston Metropolitan Area (KMA), St. Andrew, St. Catherine, and St. James continued to record the majority of murders. Nevertheless, the vulnerability of rural and peri-urban areas to increased crime and violence is a growing concern that is linked closely to rural-to-urban migration, unemployment and patterns of poverty. Therefore, UNDP’s Country Programme will be geared to provide integrated responses to both the peace, security and justice sector and the sustainable development sector as this will allow agencies to address the root causes of insecurity as well as the response to the situation.

Data on children (aged 18 years and under) and youths (19-24 years) revealed that some 478 children (27.9 percent of total arrests) and 1,233 youths, most of whom (approximately 98 percent) were male, were arrested for major crimes. This reflected a marginal decline from the previous year, 2003 – i.e. 1,711 for 2004 compared to 1,742 in 2003. This group, however, accounted for the majority of murders (45.9%, shootings 50%, rape and carnal abuse 46.5%). While the data show a high and increasing trend in participation of these two groups in serious crimes, the proportion of youths has shown a declining trend between 2000 and 2004, ranging from a high of 66.5% in 2000 to 47.3% in 2004. Some 29.4% of major crimes were perpetrated against children and youths, and 57.8% of victims were female. Of this number, 52.4 percent were children. Children are increasingly the victims of major crime since 2001, showing a 9.3 percent in 2004 over 2003.

The Government is addressing the security situation. A comprehensive National Security Strategy (NSS) has been developed by the Ministry of National Security in consultation with other ministries. The NSS acknowledges the multi-faceted nature of the social and developmental issues underlying crime and violence and outlines a concerted response across sectors and departments. A wide range of government-led crime prevention and management initiatives are underway in different communities and a new Police Public Complaints Authority has been established. International Development Partners (IDPs) are engaged on security and justice issues, as are the private sector and civil society organisations. Complementary and joint responses include: the launch of Operation Kingfish in 2004; continued peace making and peace building activities of the Peace Management Initiative; the Parish Crime Prevention Programme which operates in pilot parishes and focuses on improved relations between police and community, reducing gun-related and gang violence, sexual abuse, and increasing public order; and the Safe Schools Programme, among others. Efforts to increase coordination to maximize impact are already underway amongst the different stakeholders as all recognize that a concerted approach would be beneficial. In this regard, the United Nations system has a catalytic role to play in fostering greater coordination.

\(^3\) Jamaica no longer participates in the UN surveys of Crime trends and in 2001 the police stopped releasing crime statistics to journalists, choosing instead to publish them quarterly.
The fragmentation created by violence and conflicts has disrupted the natural radius of local economies and made it difficult for government to provide services to citizens. In this context, local government in Jamaica has an important role in catalyzing change in communities and support to strengthen its capacity is needed. UN agencies may help through capacity building support for effective management and monitoring of community development plans that facilitate enabling peace and reconciliation processes and deliver a broad range of community services.

2.3 HIV / AIDS

Jamaica has experienced an overall steady increase in the prevalence of HIV infection since 1990. By the end of 2003, some 22,000 people were estimated to be infected with HIV, and approximately 3,700 had died from AIDS. Paediatric AIDS accounts for 8 percent of the total AIDS cases, with AIDS being the second leading cause of death in children aged 1-4 years.

Compared with that of other countries in Latin America and the Caribbean, Jamaica’s overall HIV/AIDS prevalence of 1.5 percent in 2004 is relatively low. However, the rate of reported AIDS cases in Jamaica showed a 3.9% increase in 2004 compared to 2003.

Sixty percent of reported new HIV infections are transmitted through heterosexual intercourse, but HIV infection and AIDS cases are considerably underreported, and for this reason the magnitude of the epidemic is not known with any precision. The individuals most at risk of HIV infection are vulnerable populations such as men who have sex with men (MSM), commercial sex workers and their clients, those with history of a sexually transmitted infection (STI), and adolescents.

3.1 Poverty Eradication and Governance:

Activities supported by UNDP from 2002–2006 in poverty eradication and governance focused on policy development with an emphasis on greater integration between policy and action. Key principles supporting the programmes were rooted in the principles of democracy and good governance which are essential to sustainable development, particularly where high levels of poverty, inequality and underdevelopment exist. The focus was therefore on deepening democratic institutions and processes through public sector reform, participatory governance and reducing community conflict. This was coupled with poverty reduction initiatives, capacity building for poverty analysis and human capital development. Nevertheless, challenges such as resource constraints, delays in project formulation and implementation adversely impacted on the delivery of the programme.

UNDP’s involvement in the development of micro enterprises at the community level yielded particularly interesting results. The small business development intervention targeted both inner city and rural communities and demonstrated in each case, the need for more detailed assessments of the targeted communities to determine whether these are in fact viable areas of engagement given the prevailing context. The success of small business development initiatives in both communities was challenged because of sporadic outbursts of crime and violence in the inner city, and in the rural community, the resistance to entrepreneurialism, evidenced by lack of interest in maintaining livelihoods above subsistence level and resistance to acquiring loans, among others. A key lesson learned was the need to identify appropriate local counterparts to enable skills transfer and provision of support towards national capacity building.

The publication of Jamaica’s First Millennium Development Goals Report (MDGR) and the
Second National Human Development Report (NHDR) generated national debate on a wide range of issues including the country’s progress towards meeting several of the targets in the case of the former report, and the impact of globalization on various sectors in the country in the case of the latter. However, the need for a more robust communication and advocacy strategy in making the Reports of greater impact was a critical lesson emerging from this case. In particular, UNDP recognized the need to engage decision-makers and those at the highest levels of Government from the inception of these processes so that the principle of national ownership is deeply embedded, thereby fostering a greater degree of political commitment. This should facilitate greater ease in translating the recommendations of the respective Reports into policy actions.

The promotion of access to information and communications technologies and sustainable development information was also a key area of UNDP’s programming, through initiatives implemented by the Jamaica Sustainable Development Network (a community access point created by UNDP) and the CISCO Networking Academy.

Additionally, interventions geared towards gender mainstreaming and increasing awareness on gender-based violence were also implemented. These experiences have demonstrated the need for capacity building of various institutions particularly in the areas of project implementation and management.

Interventions geared towards building the capacity of public sector organizations also achieved a great deal of success particular in the case of the strengthening of the Office of Utilities Regulation. The UNDP-driven initiative resulted in an increase in the effectiveness of this regulatory institution. However, slow implementation rates affected the timely delivery of results, which reinforced the need for further training of staff in the area of project management. The lessons learned within the context of an increasing crime and violence environment gives UNDP CO the platform for integrating crisis prevention management initiatives within the new country programme 2007-2011.

### 3.2 Energy, Environment and Disaster Risk Reduction:

Activities supported by UNDP from 2002–2006 focused on policy development and development of action plans and National Reports to ensure environmental security. During this period UNDP and Government partners noted inadequate capacity in formulation, development and implementation of projects which made UNDP’s engagement with government counterparts challenging. The GoJ implemented a National Capacity Self Assessment which identified priority issues and capacity development needs for the country in the environmental management area. Also a major conference on disaster management involving regional stakeholders was held in 2005 and lessons learned in this area were compiled. The CO programme of 2007-2011 will follow many of the recommendations in these publications.

Capacity constraints identified include a shortage of qualified personnel which led to several problems in delivery. In order to increase efficiency and decrease the administrative burden, significant efforts to streamline the programme and reduce the number of projects while maintaining or increasing the size of the budget were made. In addition, some synergies were gathered from coordinating the efforts of several GEF-funded projects that required stakeholder consultations. In all cases it was realized that the work done at the policy level needed to be complemented with pilot projects and implementation of policy.

Some government agencies and ministries do not have accounting personnel, nor do they operate bank accounts, which means that project funds have to be routed through a central government account or another agency. This reduced the number of government partners that could execute projects and imposed delivery constraints due to the extra time taken for funds to be disbursed and reported on. Some agencies are more efficient than others and UNDP partners with those, and is exploring and developing new partnerships. Some of these concerns will be addressed through the

On occasions when there was difficulty with delivery of a project due to slow government procurement processes, the CO sometimes implemented those activities. A key lesson learned is that activities should be supported with a strong monitoring and tracking effort in order to ensure that outcomes are achieved in a timely manner. Difficulties with project management are often compounded by high staff turnover rate with national counterparts and UNDP.

CO capacity needs to be strengthened to engage in disaster recovery activities effectively including planning for the UN system itself. This is particularly important with respect to hurricanes since multi-island impact will stretch the human and financial resources of the UN system. UNDP will move from being reactive, towards a more proactive and strategic approach to disaster risk reduction (DRR). Mainstreaming DRR will require a programmatic approach with national partners, in sectors such as planning, finance and environmental planning in order to get disaster risk reduction to be viewed as a cross-cutting issue that is essential to sustainable development.

There remains a great need for the sensitization of disaster risk reduction principles at all levels. Significant assistance is needed in recovery planning and understanding the recovery process and its links to disaster risk reduction. Recovery planning is usually initiated too late and often only after a disaster event. There is also a need to improve damage assessment frameworks and streamline information collection and sharing.

Gaps in national data sets, collection and reporting put a strain on projects where baseline information is necessary. In such cases the collection of baseline data will be incorporated into the design of the project.

Coordination between government and donors needs strengthening, especially for recovery efforts and long term disaster risk reduction activities. Communication and information management systems for ODWEM, PIOJ and UNDP should be strengthened to enhance coordination, facilitate oversight, link more effectively with donors and NGOs, mobilize resources and ensure they are used in keeping with Government priorities. Greater consideration will be placed on engaging new partners, strengthening partnerships with non-traditional donors and demonstrating a clear value added by UNDP’s involvement in this area.

Part 4 Proposed Programme

4.1 Programme Development

UNDP’s Country Programme for 2007 to 2011 was developed under the leadership of the Government and in close consultation with civil society and development partners. During the preparation of the CCA and the United Nations Development Assistance Framework (UNDAF) from 2005 to 2006, Thematic Working Groups (TWGs) chaired by a Government official and co-chaired by UN representatives, and including a broad range of partners, met to develop strategies for five areas of cooperation based on national priorities, namely:

*National Priority # 1: Improved Access to and Quality of Education*
National Priority # 2: Improved Quality of HIV/AIDS Prevention and Care.

National Priority # 3: Ensuring Environmental Security, Reduction of Poverty and Increased Social Inclusion for the Poor.

National Priority # 4: Prevention and Control of Morbidity and Mortality & Improved Quality of Life for all Jamaicans by 2011.

National Priority # 5: Contribute to the Creation of a Safe and Secure Jamaica through the Efficient Use of Resources to effectively enforce Law and Order and Maintain Secure Borders; and Justice Sector Reform.

As part of the UNDAF process, a general consensus emerged that UNDP should focus on areas where its comparative advantage as a flexible, impartial organization with countrywide coverage, a proven record in building bridges between the Government and civil society and high capacity in both policy and community-based activities, would make a significant difference.

Main National Priorities: After a careful and comprehensive review of the UNDAF, the Thematic Working Groups agreed that UNDP should focus its programme on the following three national priorities:


3. National Priority # 5: Contribute to the Creation of a Safe and Secure Jamaica through the Efficient Use of Resources to effectively enforce Law and Order and Maintain Secure Borders; and Justice Sector Reform.

Operational Framework: In consultation with UNDP’s key partner in the Government, the Planning Institute of Jamaica (PIOJ), a flexible and transparent country programme framework based on UNDP’s business model was presented, discussed and agreed (Annex 2). Committed to effective implementation at the highest international standards, and as a way of ensuring UNDP’s accountability for programming activities and use of resources, this CFAP will draw on UNDP’s global network and incorporate rigorous and up-to-date management and oversight practices for monitoring and delivering results, informing partners and controlling quality.

Vision: UNDP’s overarching vision for the country programme is to ensure the Sustainable Development of Jamaica through a people-centered approach that upholds the principles of Human Security and thereby, ensures all people in Jamaica live in dignity and free from the threats of poverty, HIV/AIDS, natural disasters, violence, crime and other forms of insecurity.

Human Rights-Based Approach: In accordance with the mandate of the United Nations to promote a culture of human rights and recognizing the strong commitment made by the Government to progressively achieve the rights embodied in the Constitution of Jamaica and the international conventions and treaties acceded to by the country, UNDP has incorporated rights-based approach throughout its Country Programme.

Programme Focus: In accordance with UNDP’s commitment to sustainable human development
and in an effort to ensure effectiveness, UNDP will give priority during implementation to the agency's five main "drivers of development":

- building national capacities;
- promoting national ownership;
- nurturing an enabling policy environment;
- promoting gender equity; and
- forging strategic partnerships.

UNDP will provide high-quality advisory and development services to implementing partners to support effective implementation of the programme. To ensure maximum impact and avoid duplication, UNDP will use the Country Programme Action Plan (CPAP) and Annual Work Plans (AWP) of the UN Agencies as a framework for joint programming, resource mobilization and coordination. As part of its partnership strategy, UNDP will explore and promote further opportunities for public-private partnerships within the Global Compact, involving the Government, UN Agencies, local communities and the private sector.

### 4.2 Programme Components:

The UNDP Country programme for Jamaica will implement focus on three thematic areas: Poverty Reduction, Crisis Prevention and Management and Energy and Environmental Security. They are described in more detail in this section.

#### Poverty Reduction

The UNDP will aim to reduce poverty by building national capacity to manage debt more effectively, thus allowing more government resources to be used for development; and increasing the efficiency of public spending to achieve the MDGs. To achieve these goals UNDP will help government to develop and analyze data more effectively to guide planning and development of projects at the local government and community levels and advocate for increased spending of government funds to increase the level of vital services such as health, justice security and education. The Poverty Reduction Portfolio comprises two main areas:

**Improving the quality of data for Social and Economic planning** especially at the local government level since due to the lack of reliable demographic and other data, Parish Councils are often ill-equipped to make informed decisions on human development within their jurisdictions. UNDP would support the implementation of Regular Vulnerability and Poverty Assessments at parish level. The data from the assessments will include socio-economic data, vulnerability to disasters, location of social services and data on employment, crime etc. Data gathered at the parish level will feed into Vision 2030 – the national development plan, and the Medium Term Socioeconomic Framework (MTSEF). A panel survey would be repeated at least every two years. Development data from parishes would be available for use by stakeholders **Results expected under this component include**: Tools in place for analyzing development data and incorporating them into decision making. Increased capacity of parish councils to create policies based on quality socioeconomic data. Resulting in increased capacity of parishes to influence development and increased use of data in policy implementation and development.

- a) Public Expenditure Reviews for education and health
- b) Poverty & vulnerability assessments
- c) Improved management of progress towards MDGs by local government

**Economic measures.** UNDP will assist the Government to develop innovative ways to manage debt and use other measures to increase the amount of government funds available for spending on human development. This will include tools for managing debt as well as the development of
mechanisms to ensure that funds generated by debt management are used effectively and efficiently for development. Support to the government for increasing efficiency in public spending and enhancing economic planning, particularly in the context of the Vision 2030 plan will also be included in this programme component. The main components are:

a) Support to Debt management
b) Enhancing public revenues through support of selective tax reform measures
c) Improved efficiency in public spending
d) Capacity development as integral component of public sector reforms

**Crisis Prevention and Management**

**Conflict Prevention and Peace Building:** UNDP aims to strengthen the capacity of national stakeholders to create a peaceful and secure environment that stimulates alternative livelihoods, economic development, and respect for the rule of law, good governance practices and sustained reduction of violence in targeted areas of Jamaica. The main strategy will be to introduce conflict prevention and reconciliation mechanisms within local area based community development plans, with linkages to the development of upstream policies in a participatory process, through the involvement of government officials, private sector, community leaders and civil society. The rights of at-risk youth will be enhanced through life skills training and advocacy. The key results expected to be achieved under this area include: (1) increased capacity of stakeholders to sustain peace and reconciliation mechanisms, (2) development and/or restoration of sustainable livelihoods in target communities (3) participatory planning processes that promote social and economic development of vulnerable communities, as well as increased resilience to hazards in Jamaica, (4) increased capacity and opportunities for technical exchange at policy, institutional and community levels, (5) male youth in targeted communities capacitated with livelihood, peace building and conflict prevention skills, and (6) promoting local community rehabilitation and sustainable livelihoods initiatives.

**Justice and Security Sector reform:** UNDP aims to promote citizen security through an enhanced justice system in Jamaica. The key strategy will be to develop national capacities in coordinating the delivery of a multi-sectoral institutional response to improving social injustice, instability and insecurity. This will be achieved through advocacy and public education on promoting rule of law, improving mechanisms for programming, planning, monitoring and evaluation of justice and security sector reform processes. Expected results for justice and security sector reform entail: (1) increased capacity of government to provide a coordinated response to the security situation, particularly crime and violence, (2) support to Corrections and Rehabilitation services, (3) increased access to justice and dispute resolution processes, and (4) restorative justice for adults with emphasis at community level.

**Disaster Risk Reduction (DRR):** UNDP aims to strengthen the capacity of national stakeholders to manage the risks caused by natural or anthropogenic hazards. Hazard and risk reduction interventions will be targeted at the policy and local level. The main strategy will be to mainstream DRR approaches into national development processes, strengthen the capacities of key stakeholders and partners to reduce, manage and resolve crises due to natural or anthropogenic hazards. Accordingly, UNDP will further support pre-event preparedness, coordination of relief activities as appropriate, and post-event recovery and redevelopment. This will be undertaken at national, parish and local levels.

**Energy and Environmental Security**

**Increasing Energy Efficiency:** UNDP aims to develop and promote efficiency in energy use, and pilot sources of clean or renewable energy, especially for the poor. The strategy will be to support the Government in the development, implementation and monitoring of the Energy Policy, and
develop demonstration projects with stakeholders to increase energy efficiency in public buildings including hospitals & schools. Lessons learned from this project will be extended to other sectors. Expected results under this area entail: (1) increased energy efficiency in public sector and households, (2) energy use and policy implementation monitored, and (3) feasibility of the use of alternative energy investigated.

**Enhancing Environmental Security:** UNDP aims to support and strengthen national capacities to implement international obligations which coincide with national priorities on the environment. UNDP’s strategy in this area will support national and local efforts in environmental management with an emphasis on Land and Coastal Zone Management especially in rural areas affected by poverty. Activities that build resilience to, or mitigate the effects of Climate Change or reduce pollutants will also be supported. Expected results under this area entail: (1) implementation of national and international priorities, (2) increased availability of financial resources, (3) trained Government and NGO personnel involved in implementation, and (4) enhanced legal and governance frameworks.

### Part 5 Partnership Strategy

5.1 **Aim:** To ensure that UNDP’s Country Programme is synchronised with other development partners and that sufficient resources are available for implementation. UNDP will operationalise its Country Programme, in consultation with and under the leadership of the Government, on the basis of a comprehensive partnership strategy aimed at leveraging human and financial resources, as well as technical assets and capacities.

5.2 UNDP’s main strategic partner will be the Planning Institute of Jamaica (PIOJ). UNDP will work in close cooperation with the agencies, organisations, institutions, foundations, missions and companies that are committed to the goals of the UNDAF and to the efficient implementation of UNDP’s Country Programme.

5.3 Using its unique position as a flexible, impartial organisation and consistent with its mandate to support coordination efforts, UNDP will continue to support the strengthening of local government capacities, as well as synergies with and participation of civil society in community transformation. In addition, UNDP will promote and advocate for greater cooperation with leading national and international organizations, NGOs and businesses, based on the principles of human security and social responsibility. UNDP will further support the development and implementation of initiatives that foster effective public-private partnerships for alleviating poverty and advancing human security, as well as environmental security and energy efficiency. Multi-faceted and integrated interventions will be designed to achieve maximum impact at policy, institutional and community levels, with cross cutting support geared towards addressing governance, poverty and gender dynamics.

5.4 **Partnership Networks:** To ensure that the impact of development assistance is maximised, UNDP will work with Government to develop and support an effective partnership network for each project under its programme. These networks will focus on:

1. coordination for avoiding duplication and linking programme activities;
2. co-financing for leveraging resources and ensuring programme sustainability;
3. advocacy for enlarging the partnership network and raising awareness of policy issues; and
4. expertise and knowledge for ensuring best practices and high-quality, relevant programmes.

The partnership networks will be facilitated through a number of coordination forums. UNDP will contribute resources, expertise and development services to these networks to ensure their effectiveness.

5.4.1 UNDP's partners will include:

1) The Government of the Jamaica, including Parish Councils, will contribute to the partnership networks by:

   i. coordinating development assistance at the national level through transparent and participatory mechanisms;

   ii. providing financial and in-kind resources;

   iii. promoting the involvement of civil society, communities and the private sector in the formulation, implementation, monitoring and evaluation of programmes;

   iv. leading advocacy initiatives and policy discussions;

   v. Participating in joint monitoring and evaluation missions;

   vi. participating in project steering committees, international Working Groups, the UNDAF Steering Committee, UNDAF Thematic Groups, and other joint monitoring and evaluation structures; and

   vii. demonstrating strong political commitment to the human rights-based approach.

2) The UN Country Team, which will contribute to the partnership networks by:

   i. implementing joint rights-based programmes;

   ii. contributing in-kind or direct financial resources;

   iii. financing key administrative and substantive functions;

   iv. mobilizing resources;

   v. participating in the UNDAF’s common monitoring and evaluation plan;

   vi. collaborating on advocacy initiatives and leading and contributing to policy discussions; and

   vii. participating in international Working Groups, the UNDAF Steering Committee and UNDAF Thematic Groups.

3) Multilateral and Bilateral Donors and International Financial Institutions, which will contribute to the partnership networks by:
i. providing consultative and advisory services;

ii. contributing in-kind or direct financial resources;

iii. collaborating on advocacy initiatives and leading and contributing to policy discussions;

iv. participating in the formulation, implementation, monitoring and evaluation of programmes; implementing parallel programmes in support of Country Programme outcomes; and

v. participating in international Working Groups, the UNDAF Steering Committee and UNDAF Thematic Groups.

4) **Civil Society**, which will contribute to the partnership networks by:

i. Engaging in participatory appraisal’s and dialogue, as well as in the formulation of strategies, plans and programmes, including projects.

ii. identifying alternative methods of service delivery;

iii. Identifying local in-kind and direct financial resources;

iv. collaborating on advocacy initiatives and contributing to policy discussions;

v. mobilizing communities, at-risk groups and beneficiaries; and

vi. participating in the formulation, implementation, monitoring and evaluation of programmes.

5) **The Private Sector**, which will contribute to the partnership networks by:

i. upholding Global Compact principles;

ii. Demonstrating social responsibility through public-private partnership initiatives that encourage microfinance, job placement and creation.

iii. providing consultative and advisory services;

iv. mobilizing in-kind and direct financial resources;

v. collaborating on advocacy initiatives and contributing to policy discussions; and

vi. participating in the formulation, implementation, monitoring and evaluation of public-private partnerships.

6) **Universities and Research Institutions**, which will contribute to the partnership networks by:

i. implementing commissioned studies and other research initiatives for generating knowledge and statistics on various sustainable development issues.

ii. introducing MDGs and human development related research into academic programmes;
iii. organizing high-level discussions on policy issues; and
iv. facilitating knowledge generation and management.

7) **Diaspora Organizations**, which will contribute to the partnership networks by:
   i. providing consultative and advisory services;
   ii. mobilizing in-kind and direct financial resources; and
   iii. collaborating on advocacy initiatives and contributing to policy discussions.

5.4.2 **UNDP will contribute to the partnership networks by:**

1) Supporting the Government of Jamaica in designing, developing and implementing comprehensive and high-impact programmes and projects that contribute towards alleviating poverty, increasing environmental and human security as well as energy efficiency.

2) Assisting the Government of Jamaica in its donor coordination function with financial and technical resources;

3) Complementing and supporting the Government's resource mobilization efforts;

4) Identifying key partners and facilitating access to global and local policy, practice and advocacy networks;

5) Co-leading and participating in advocacy initiatives and policy dialogues;

6) Designing and formulating new programmes in accordance with national priorities;

7) Introducing innovative initiatives and best practices and providing catalytic funding for ground-breaking initiatives;

8) Providing advisory and development services, including training, procurement and evaluation;

9) Conducting internal evaluations of programme components and the management framework.

5.4.3 **Forums**: UNDP’s partnership networks will be facilitated through a series of forums including:

1) **The UNDAF Steering Committee**, where strategic issues related to the impact of the UNDAF and Country Programme will be discussed and overall strategies will be adjusted.

2) **The United Nations Country Team**, where strategic issues related to the implementation and adjustment of the UNDAF, Country Programme and joint programmes will be discussed and agreed.

3) **UNDAF Thematic Technical Groups**, where strategic issues related to implementation of relevant programme components will be discussed and agreed.

4) **International Working Groups**, where issues related to the formulation,
implementation, monitoring and evaluation of programme components will be discussed.

5) Public-Private Partnership Working Group, where issues related to the formulation, implementation, monitoring and evaluation of public-private partnerships will be discussed and agreed.

5.5 Joint Programming: In support of the UN’s global reform agenda and as part of on-going efforts to harmonise and simplify UN efforts at the country level, UNDP aims to develop and implement joint rights-based programmes with other UN Agencies and partners. As part of on-going efforts to streamline UN activities and implement the UNDAF in a coordinated and integrated fashion, UNDP will formulate, implement, monitor and evaluate joint rights-based programmes with other UN Agencies, in the thematic areas of peace, security and justice as well as the energy and environmental security sectors. Through a standard practice of dialogue, agreements and partnerships with UN agencies and other development actors, UNDP will actively pursue opportunities for developing joint programmes across sectors, in order to maximize the mobilization and delivery of available resources.

Part 6 Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Planning Institute of Jamaica. Government ministries, NGOs, IGOs and UN agencies including UNDP will implement the programme activities. The PIOJ will nominate a Government Agency directly responsible for the Government’s participation in each UNDP assisted AWP. 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. Where capacity constraints are identified, UNDP may provide support to facilitate NEX. DEX may be used in cases of necessity. The reference to “Implementing Partner(s)” shall mean “Executing Agency(ies)” as used in the SBAA.

6.2 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 the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in 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, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project documents with partners to in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.3 Atlas contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP programme.

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

6.5 Cash transfers for activities detailed in AWPs can be made by UNDP 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.

6.6 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.

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

6.8 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-UN 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. The Implementing Partner may participate in the selection of the consultant.

6.9 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.

6.10 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 Aim: In support of the UN’s global reform agenda and as part of on-going efforts to harmonize and simplify UN efforts at the country level, UNDP will use the UNDAF Monitoring and Evaluation System to track progress of its Country Programme. Linked to the Government’s Medium Term Socio-Economic Framework (MTF), the aim of the UNDAF system, used by all of the UN Agencies, is to improve the effectiveness, efficiency, accountability, transparency and coherence of programme management by operationalising and adjusting the flow and analysis of information on development indicators and trends.

7.2 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 setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide to the PIOJ and UNDP periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

\footnote{For more details, Cash Transfer Framework should be referred.}
7.3 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:

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

7.5 Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring,

7.6 Special or scheduled audits. UNDP, in collaboration with other UN agencies and in consultation with the PIOJ 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 Auditor General may undertake the audits of government Implementing Partners, If the Auditor General chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services.

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

7.10 Internal Evaluations: To ensure that UNDP’s Country Programme is meeting the highest international standards and that it remains relevant throughout the programme cycle, the Country Office will recruit a multi-sectoral team of national and international experts and consultants to evaluate the Programme on a biennial basis. These evaluations will be used to make necessary adjustments in the management framework and programme components. Mid-way through the Country programme, UNDP will undertake a full programme evaluation, using UNDP’s Evaluation Office in New York. The evaluation will be used to adjust programme context and execution modalities as necessary.

7.11 Cost Recovery. The UNDP Country Office in Jamaica will recover costs for services rendered as per the prevailing UNDP Global policy on Cost-Recovery. This policy states that, cost recovery for General Management Service (GMS) is 5-7% and 3-5% for Implementation Support Services (ISS) at the start of the cycle. Both GMS and ISS rates may be renegotiated with the Planning Institute of Jamaica, implementing partners and donors periodically over the life of the Country Programme cycle.

Part 8 Commitments of the United Nations Development Programme

8.1 UNDP will allocate from its regular resources USD 2.192 million for the Country Programme subject to the availability of funds. Under the leadership of the Government, UNDP will
endeavour to mobilize an additional USD 7.304 million, subject to interest by funding partners. These allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. Consistent with the programme framework, these funds will be used for a number of specific activities, including policy advice, technical assistance, capacity-building, systems development and knowledge generation and sharing.

8.2 In consultation with the Government, UNDP will:

- Recruit programme and operations staff, as well as other technical experts and consultants in accordance with UNDP regulations, rules, policies and procedures;
- Procure goods and services in accordance with UNDP regulations, rules, policies and procedures;
- Facilitate training activities, including fellowships and study tours;
- Provide UNDP-managed global information, including rosters of consultants and providers of development services;
- Provide access to the network of specialized UN agencies, funds and programmes.

8.3 UNDP will use the annual and programme reviews generated by the UNDAF Monitoring and Evaluation System and prepared internally by UNDP to confirm, and, if necessary, adjust the responsibilities between the Government, UNDP and implementing partners.

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

8.5 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 10 working days.

8.6 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 15 days.

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

8.8 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.

Part 9  Commitments of the Government

9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement of 26th January 1976. 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 and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA. In addition, the Government will commit to participate in UNDP’s general operating costs through its yearly government local office contribution payments (GLOC) and will also be committed to support the UNDP in its resource mobilization efforts, in order to meet the additional needs of the country programme as may be identified during the next five year programme cycle.

9.2 As a contribution to the Country Programme, the Government will allocate at least ten percent of programme costs, and where possible, additional funds to ensure successful programme implementation.

9.3 In consultation and coordination with Government line Ministries, the Planning Institute of Jamaica will be responsible for ensuring that mechanisms will be implemented for participatory planning, monitoring and evaluation of the Country Programme that include civil society and other development partners. 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 CPAF that might have an impact in co-operation.

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.

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

9.6 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 UN agency regulations, policies and procedures will apply.

9.7 In the case of international NGO and 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.

9.8 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.

9.9 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 the UNDP that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI).

- Undertake timely actions to address the accepted audit recommendations.

- Report on the actions taken to implement accepted recommendations to the UN agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).
Part 10  Other Provisions


10.2 This CPAP may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting and/or annual review meetings.

10.3 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.

10.4 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until December 31st 2011.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day [day, month, and year] in Kingston, Jamaica.

For the Government of Jamaica:  
Signature:  
Name: Wesley Hughes  
Title: Director General  
Date: 24/12/08

For the United Nations Development Programme:  
Signature:  
Name:  
Title:  
Date:  

Dec 17, 08

Expected UNDAF Outcome # 2: HIV / AIDS

By 2011, have a sustained, coordinated multi-sectoral national AIDS response to ensure universal access.

<table>
<thead>
<tr>
<th>UNDP Country Programme Component</th>
<th>Expected Outcomes</th>
<th>Expected Outputs</th>
<th>Output Targets &amp; Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Prevention &amp; Management (HIV/AIDS)</td>
<td>2.1 Evidence-based advocacy strategy and tools in place &amp; effectively implemented with a gender-differentiated focus.</td>
<td>2.1.3 Socio-economic and cultural studies developed to advise and empower stakeholders and in particular vulnerable groups.</td>
<td>Target: Improved capacity for HIV/AIDS mitigation, especially amongst vulnerable groups, particularly women and girls, and amongst inter-faith change agents. Indicator: Socioeconomic impact study produced; # of community based sensitization initiatives; M&amp;E reports on impact of HIV/AIDS initiatives.</td>
</tr>
</tbody>
</table>

| Indicative Resources by programme component (per year, in thousands of USD) |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Resource | 2007 | 2008 | 2009 | 2010 | 2011 | SUM |
| Regular | 30 | 20 | 10 | 10 | | 70 |
| Other | 50 | 75 | 75 | 50 | | 250 |

Expected UNDAF Outcome # 3: ENVIRONMENT & POVERTY

By 2011 national capacity to ensure equity and equality strengthened, and the population of targeted vulnerable communities enabled to reduce poverty, improve their livelihoods and better manage hazards and the environment.

<table>
<thead>
<tr>
<th>UNDP Country Programme Component</th>
<th>Expected Outcomes</th>
<th>Expected Outputs</th>
<th>Output Targets &amp; Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty Reduction</td>
<td>3.1 Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and</td>
<td>3.1.1 Capacity &amp; resources to reduce exclusion &amp; implement integrated social policy increased through economic measures</td>
<td>Targets: MDG and select HDR data compiled, harmonized with, and published in national reports such as the ESSJ &amp; SLC and utilized, NHDR compiled and published debt</td>
</tr>
</tbody>
</table>

<p>| Indicative Resources by programme component (per year, in thousands of USD) |
|----------------|-------|-------|-------|-------|-------|-------|-------|
| Resource | 2007 | 2008 | 2009 | 2010 | 2011 | SUM |
| Regular | 20 | 20 | 20 | 20 | 20 | 100 |
| Other | 30 | 40 | 60 | 50 | | 180 |</p>
<table>
<thead>
<tr>
<th>3.1.2 Improved range, scope &amp; quality of data &amp; information for Social and Economic planning; including Public Expenditure Reviews, poverty &amp; vulnerability assessments &amp; strengthened local government capacity to foster participatory local development &amp; support achieving MDGs</th>
</tr>
</thead>
</table>
| **Indicators:**
| # of measures adopted increase in resources available increase in efficiency |
| **Regular** | 10 | 10 | 10 | 10 | 10 | 50 |
| **Other** | 20 | 30 | 40 | 60 | 150 |

<table>
<thead>
<tr>
<th>3.1.3 Improved access to sustainable livelihoods for adult men and women and to social services for adults and youth.</th>
</tr>
</thead>
</table>
| **Indicators:**
| # and gender of community members trained; % and gender of community members involved in income generating enterprise; % increase in the # of people accessing social service provisions by gender and age; % increase in # of people aware of social services accessibility & eligibility criteria by gender and age; |
| **Regular** | 10 | 10 | 10 | 10 | 10 | 50 |
| **Other** | 50 | 75 | 75 | 30 | 230 |

<table>
<thead>
<tr>
<th>3.1.4 Vulnerable and out of school adolescents and young people, particularly boys, equipped with life long earning, livelihood skills and increased access to work opportunities.</th>
</tr>
</thead>
</table>
| **Target:** youth in target communities – especially males capacitated in income generating skills
| **Indicators:**
| # of youth trained in entrepreneurial skills; # of micro-enterprise initiatives established; # of youth involved in income generating enterprise; level of unemployment of out-of-school youth |
| **Regular** | 10 | 12 | 10 | 32 |
| **Other** | 50 | 50 | 50 | 150 |
| Crisis Prevention and Management (Disaster Risk Reduction) | 3.1.5 Increased awareness and empowerment of particularly vulnerable groups through improved education, health services and social safety nets. | Regular | 40 | 30 | 20 | 10 | 10 | 110 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | Other | 20 | 34 | 100 | 65 | 219 |
| | 3.2 National capacity enhanced to reduce the risk of natural and human-induced hazards | 3.2.1 Integrated policy and programme framework strengthened and enforced to mitigate and respond to hazards including the effects of Climate Change. | Targets: # policies and plans developed using hazard maps or other risk identification tools for high risk or vulnerable areas. Use of Vulnerability and Adaptation Reports | Regular | 10 | 10 | 10 | 10 | 10 | 50 |
| Baseline: A National Disaster Plan and Hazard Mitigation Policy & Action Plan exist but are not fully implemented. | | | Other | 50 | 75 | 75 | 75 | 275 |
| Indicators: Disaster Risk Reduction strategies included in development planning process. | 3.2.2 Targeted communities and vulnerable groups practicing disaster risk reduction measures and emergency management. | Indicators: # of communities and vulnerable groups trained; # of communities and vulnerable groups practicing disaster risk reduction measures or emergency management; # of emergency response plans developed; success of implementation of emergency response plans in the event of an emergency; | Regular | 40 | 40 | 40 | 40 | 40 | 200 |
| | | Other | 50 | 75 | 75 | 50 | 250 |
| Energy & Environmental Security | 3.3 Integrated land, coastal zone, water and energy management practices improved. | 3.3.1 Institutional capacity strengthened to implement policies and plans, including those that address global climate change issues more efficiently. | Indicators: # of tools developed for policy implementation; # training events; # of policies and plans being implemented effectively; status of legislation in compliance with MEAs, participation in international negotiations on MEAs especially the UNFCCC. Area of land and sea protected. | Regular | 30 | 20 | 10 | 10 | 10 | 80 |
| | | Other | 250 | 400 | 400 | 500 | 500 | 2050 |
| | 3.3.2 Land management in targeted communities, especially those with high risk of natural hazards including the effects of Climate Change | Indicators: # of land management plans implemented; increase in government budgetary allocations for sustainable land management; SLM incorporated into national policy; # of watershed communities with active conservation measures; quality of coral reefs or | Regular | 10 | 10 | 10 | 10 | 10 | 30 |
| | | Other | 250 | 250 | 250 | 250 | 1000 |
### UNDAF Outcomes & Targets #5: JUSTICE, PEACE & SECURITY

<table>
<thead>
<tr>
<th>Change Strengthened</th>
<th>Expected Outcomes</th>
<th>UNDP Country Programme Component</th>
<th>Crisis Prevention &amp; Management (Security Sector Reform)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.3 Energy efficiency in the public sector increased</td>
<td>5.1 Improved governance and inter-sectoral response to social injustice, insecurity, and conflict</td>
<td>5.1.1 Increased capacity of Malawi to implement energy efficiency &amp; renewable energy policies</td>
<td>5.1.2 Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly</td>
</tr>
</tbody>
</table>

#### Output Targets & Indicators

<table>
<thead>
<tr>
<th>Resources by programme component (per year, in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular</strong></td>
</tr>
<tr>
<td>SUM</td>
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<td>10</td>
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<td>60</td>
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<tr>
<td>80</td>
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<tr>
<td>300</td>
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</tbody>
</table>

#### Input Targets & Indicators

- **Indicator 1:** Increased capacity of Malawi to implement energy efficiency & renewable energy policies.
- **Indicator 2:** Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly.

#### Note

- By 2011, increased capacity of government and targeted communities to enhance energy efficiency and social justice.
- A focus on promoting renewable energy and improving energy management systems (EMS) at the national level.
- The indicators measure the progress in implementing energy efficiency policies and increasing transparency in resource allocation.

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### UNDAF Outcomes & Targets #6: ECONOMIC GROWTH, POVERTY REDUCTION & HUMAN DEVELOPMENT

<table>
<thead>
<tr>
<th>Change Strengthened</th>
<th>Expected Outcomes</th>
<th>UNDP Country Programme Component</th>
<th>Economic Growth &amp; Poverty Reduction (Public Sector Reform)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1 Increased awareness of rule of law</td>
<td>6.1 Improved governance and inter-sectoral response to social injustice, insecurity, and conflict</td>
<td>6.1.1 Increased capacity of Malawi to implement energy efficiency &amp; renewable energy policies</td>
<td>6.1.2 Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly</td>
</tr>
</tbody>
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#### Output Targets & Indicators

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<td>80</td>
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<td>300</td>
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</tbody>
</table>

#### Input Targets & Indicators

- **Indicator 1:** Increased capacity of Malawi to implement energy efficiency & renewable energy policies.
- **Indicator 2:** Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly.

#### Note

- By 2011, increased capacity of government and targeted communities to enhance economic growth and reduce poverty.
- A focus on promoting renewable energy and improving energy management systems (EMS) at the national level.
- The indicators measure the progress in implementing energy efficiency policies and increasing transparency in resource allocation.

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### UNDAF Outcomes & Targets #7: ENVIRONMENTAL SUSTAINABILITY

<table>
<thead>
<tr>
<th>Change Strengthened</th>
<th>Expected Outcomes</th>
<th>UNDP Country Programme Component</th>
<th>Environmental Sustainability (Public Sector Reform)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 Increased capacity of government and targeted communities to enhance environmental sustainability</td>
<td>7.1 Improved governance and inter-sectoral response to social injustice, insecurity, and conflict</td>
<td>7.1.1 Increased capacity of Malawi to implement energy efficiency &amp; renewable energy policies</td>
<td>7.1.2 Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly</td>
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#### Output Targets & Indicators

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<td>80</td>
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<td>300</td>
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</tbody>
</table>

#### Input Targets & Indicators

- **Indicator 1:** Increased capacity of Malawi to implement energy efficiency & renewable energy policies.
- **Indicator 2:** Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly.

#### Note

- By 2011, increased capacity of government and targeted communities to enhance environmental sustainability.
- A focus on promoting renewable energy and improving energy management systems (EMS) at the national level.
- The indicators measure the progress in implementing energy efficiency policies and increasing transparency in resource allocation.

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### UNDAF Outcomes & Targets #8: PUBLIC SECTOR REFORM

<table>
<thead>
<tr>
<th>Change Strengthened</th>
<th>Expected Outcomes</th>
<th>UNDP Country Programme Component</th>
<th>Public Sector Reform (Public Sector Reform)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1 Increased capacity of government and targeted communities to enhance public sector reform</td>
<td>8.1 Improved governance and inter-sectoral response to social injustice, insecurity, and conflict</td>
<td>8.1.1 Increased capacity of Malawi to implement energy efficiency &amp; renewable energy policies</td>
<td>8.1.2 Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly</td>
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#### Output Targets & Indicators

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<td>300</td>
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</tbody>
</table>

#### Input Targets & Indicators

- **Indicator 1:** Increased capacity of Malawi to implement energy efficiency & renewable energy policies.
- **Indicator 2:** Enhanced transparency and accountability in resource allocation processes for meeting international obligations and review actions accordingly.

#### Note

- By 2011, increased capacity of government and targeted communities to enhance public sector reform.
- A focus on promoting renewable energy and improving energy management systems (EMS) at the national level.
- The indicators measure the progress in implementing energy efficiency policies and increasing transparency in resource allocation.
<table>
<thead>
<tr>
<th>Crisis Prevention and Management (Conflict Prevention &amp; Peace Building)</th>
<th>Law increased amongst decision-makers, institutional providers and communities.</th>
<th>/ human rights.</th>
<th>Indicators: # of persons in target communities having an improved understanding, knowledge and attitude concerning human rights and the rule of law.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.3 Strengthened capacity to develop and implement restorative justice for adults with emphasis at community level.</td>
<td>Target: National strategies, policies and plans on restorative justice, and peace and reconciliation mechanisms developed across target communities.</td>
<td>Indicators: # of persons trained in restorative justice techniques/strategies; # of restorative justice interventions implemented; # of Youth Rehabilitation Centers established; # of community leaders trained in dialogue processes; Institute of Excellence established at the University of the West Indies; Restorative Justice Unit established.</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Other</td>
<td>Regular</td>
<td>50</td>
</tr>
<tr>
<td>5.3 Sustained reduction of violence and social injustice in targeted communities.</td>
<td>5.3.1 Strengthened capacity of stakeholders to sustain peace &amp; reconciliation mechanisms.</td>
<td>Target: Enabling environment for local government and community to prevent and resolve conflict and provide alternative livelihood.</td>
<td>Indicators: # peace-building initiatives, # of micro-enterprise and skills training programmes in communities.</td>
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<td>5.3.2 Vulnerable adolescents and young people, particularly boys equipped with capacity to avoid &amp;/or peacefully resolve conflict</td>
<td>Target: Male youth in target communities capacitated in peace building, conflict prevention skills,</td>
<td>Indicator: # of peace-building initiatives among target group</td>
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<td>5.3.3 Strengthened capacity of community</td>
<td>Target: Comprehensive and integrated community policing and security</td>
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<td>Stakeholders to support community policing and protection.</td>
<td>Programmes and projects implemented in affected communities.</td>
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<td><strong>Indicators</strong>: Reduction in crime rate; # of community security and policing initiatives.</td>
<td><strong>TOTAL</strong></td>
<td><strong>9,496</strong></td>
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</tr>
</tbody>
</table>
Annex 2: LIST of ACRONYMS and ABBREVIATIONS

AIDS Acquired Immunodeficiency Syndrome
AWP Annual Work Plan
CCA Common Country Assessment
CCF Country Cooperation Framework
CIDA Canadian International Development Agency
CO Country Office
CPAP Country Programme Action Plan
CPM Conflict Prevention and Management
DEX Direct Execution
DFID Department for International Development
DRR Disaster Risk Reduction
EES Energy and Environmental Security
GLOC Government Local Office Contribution
GoJ Government of Jamaica
HIV Human Immunodeficiency Virus
IDPs International Development Partners
KMA Kingston Metropolitan Area
MEA Multilateral Environmental Agreement
M&E Monitoring and Evaluation
MDG Millennium Development Goal
MDG-RR Millennium Development Goals Report
MNS Ministry of National Security
MOJ Ministry of Justice
MTF Medium Term Socio-Economic Framework
NEX National Execution
NHDR National Human Development Report
NPA National Plan of Action
NSS National Security Strategy
PIOJ Planning Institute of Jamaica
RC Resident Coordinator
SBAA Standard Basic Assistance Agreement
SLM Sustainable Land Management
STI Sexually Transmitted Infection
TWG Thematic Working Group
UN United Nations
UNDAF United Nations Development Assistance Framework
UNDP United Nations Development Programme
USAID United States Agency for International Development