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**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 I Basis of Relationship

1.1 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 26<sup>th</sup> 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.

1.2 This CPAP is a five-year framework defining mutual cooperation between the Government of Jamaica and the UNDP, covering the period 2007 - 2011. It is prepared based on development challenges identified in the UN Common Country Assessment (CCA) and the UN response as outlined in the United Nations Development Assistance Framework (UNDAF), which in turn 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 II Situation Analysis

### 2.1 Poverty Reduction, Energy and Environmental Security:

2.1.1 Since 1990, statistics have reflected a declining trend in the incidence of poverty, especially between 1990 and 1997. From this period onwards, the level of poverty has remained fairly stable 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. 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. Geographically, the incidence of poverty is higher in rural areas, and almost two-thirds of all people who are poor live in these 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 home environments that are both physically and emotionally deficient. Such deficiencies tend to induce behaviour characterized by coping styles that manifest themselves in conflict and violence and other anti-social behaviours that induce social exclusion and decrease human security.

2.1.2 Consequently, the UNDP County Programme will be geared towards reducing the effects of poverty especially among vulnerable groups in rural Jamaica, with a focus on increasing human security and supporting sustainable development of rural areas. Emphasis will be placed on increased information sharing and greater availability and use of quality information and statistics to improve policy formulation and programming, and to increase the availability and access to social services as well as sustainable livelihoods for the rural poor, including select urban communities/settlements.

2.1.3 The Jamaican economy is heavily reliant on the use of its rich 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 and social services and ensuring the attainment of sustainable livelihoods. Failure to implement and enforce mandates of the state has resulted in: improperly planned urban and rural settlements, including tourism developments; land-based 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 construction activities on steep slopes, which increase vulnerability to flood, droughts and landslides.

2.1.4 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 communities. 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:**

2.2.1 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 current 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 at 1,351 per 100,000 of population compared to 1,195 per 100,000 in 2003. In terms of the murder rate alone, a record 1,669 murders took place in 2005. This figure is inline with the existing upward trend in the murder rate 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.

2.2.2 Data on children, aged 18 years and under, and youths (19-24 years) as perpetrators of major crime, revealed that some 478 children (27.9 percent of total arrests) and 1,233 youths, the vast majority (approximately 98 percent) 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 percent in 2000 to 47.3 percent in 2004. With respect to major crimes perpetrated against children and youth, some 2,532 (29.4 percent), of which 1,464 or 57.8 percent were females. Of this number, 52.4 percent were children. The number of children as victims has shown a continuous increase since 2001, showing a 9.3 percent in 2004 over 2003.

2.2.3 The Government is taking steps to address the security situation. A comprehensive and impressive 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 the current crime and violence situation in the country and outlines a concerted response across sectors and departments. A wide range of government-led crime prevention and management initiatives are underway in different target 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. It would seem therefore that the moment is ripe for complementary and joint responses. Some of these include: the launch of Operation Kingfish in 2004, the newest initiative in the fight against crime; continued peace making/peace building activities of the Peace Management Initiative, to facilitate mediation and pre-empt and diffuse potential conflict, as well as coordinate community action against violence and restore peace ; the Parish Crime Prevention Programme operating in a number of pilot parishes and focusing on improved police/community relations, reducing gun-related and gang violence, sexual abuse, and increasing public order, the Safe Schools Programme and respect for the rule of law, 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.

2.2.4 The fragmentation created by neighbourhood related 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 potential role in catalyzing change in communities and support to strengthen its capacity is needed. Various UN agencies are positioned to assist in this regard through capacity building support for effective management and monitoring of community development plans that will facilitate enabling peace and reconciliation processes and deliver a broad range of services to target communities. At the community level, the UN System will support increased capacity of community stakeholders to support community policing and protection as well as strengthen the capacity of community actors and government to implement the National Plan of Action (NPA) on integrated response to children and violence.

2.2.5 In addition to security sector and community/local government level support, assistance will also be provided to the justice sector with an emphasis on strengthening the protection of particularly vulnerable groups through improved education, health and social safety nets. Particular emphasis will be placed on enhancing the rights of vulnerable out-of-school youths and adolescents to be empowered with livelihood skills and improved access to employment opportunities. This will be addressed through restorative justice programmes. Complementary to this, work with parents and teachers will be conducted, to better equip them with life and conflict resolution skills aimed at strengthening capacity of all stakeholders to sustain peace and reconciliation mechanisms at society level.

## **2.3 HIV / AIDS**

2.3.1 Jamaica has experienced an overall steady increase in the prevalence of HIV infection since 1990. By the end of 2003, approximately 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.

2.3.2 Jamaica's overall HIV/AIDS prevalence of at least 1.5 percent in 2004 is relatively low compared with that of other countries in Latin America and the Caribbean. However, the rate of Reported AIDS cases in Jamaica showed a 3.9% increase in 2004 compared to the same period in 2003.

2.3.3 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.

<b>Part III Past Cooperation and Lessons Learned</b>
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3.1 Activities supported by UNDP from 2002–2006 in the areas of 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 community conflict reduction. 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 in several areas.

### **3.2 Poverty Eradication and Governance:**

3.2.1 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.

3.2.2 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.

3.2.3 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.

3.2.4 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.

3.2.5 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.

### **3.3 Energy, Environment and Disaster Risk Reduction:**

3.3.1 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.

3.3.2 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.

3.3.3 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.

3.3.4 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.

3.3.5 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.

3.3.6 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.

3.3.7 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.

3.3.8 Coordination with government and other donors needs strengthening especially for recovery efforts and long term disaster risk reduction activities. Communication and information management systems for UNDP need to be strengthened to enhance coordination capacity, link more effectively with donors and NGOs, engage new partners, mobilize resources and demonstrate the work of the UNDP. Greater consideration will be placed on strengthening partnerships with non-traditional donors.

<b>Part IV</b>	<b>Proposed Programme</b>
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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 select 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 (MTF) & 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.

4.2 As part of the UNDAF process a general consensus emerged during these consultations 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, will make a significant difference.

4.3 **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:

1. **National Priority # 2: Improved Quality of HIV/AIDS Prevention and Care.**
2. **National Priority # 3: Ensuring Environmental Security, Reduction of Poverty and Increased Social Inclusion for the Poor.**
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.**

4.4 **Operational Framework:** In consultation with UNDP's key strategic 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 to (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 CPAP 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.

4.5 **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.

4.6 **Programme Components:** Recognizing the importance of a simplified programme structure for ensuring transparency, efficiency and as a way of facilitating integration, UNDP will implement its country programme through two thematic components/portfolios:

1. **Crisis Prevention and Management, and**
2. **Energy and Environmental Security.**

Each Portfolio contains two programme components, with the view to expand as additional resources are mobilized over the next 5 year cycle, from 2007 to 2011.

4.5.1 The *Crisis Prevention and Management (CPM) Portfolio* is comprised of **four thematic sub-components**, as follows:

1. **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.

2. **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.
3. **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.
4. **HIV/ AIDS:** UNDP aims to contribute to the development of a supportive and enabling national policy framework that will effectively mitigate the impact of HIV/AIDS. Strategically, UNDP will identify and collaborate with UNAIDS and other partners in designing programmes to assess the impact of HIV/AIDS and increase awareness among vulnerable groups, in particular, young women and men; thereby preventing and mitigating a potential crisis in Jamaica. Expected results entail (1) socioeconomic study on the impact of HIV/AIDS in Jamaica, (2) heightened awareness amongst community, institutional and political leaders.

4.5.2 **The two thematic sub-components of the Energy and Environmental Security (EES) Portfolio are:**

1. **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 hospitals & schools. Lessons learned from this project will be extended to the housing sector. 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.
2. **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 high 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 for implementation, (3) trained Government and NGO personnel involved in implementation, and (4) enhanced legal and governance frameworks.

4.7 **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.

4.8 **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 and will operationalise the programme components within each Portfolio in accordance with a new simplified, results-based management framework. 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.

<b>Part V</b>	<b>Partnership Strategy</b>
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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).*** As part of ongoing efforts to facilitate responsible 'donorship', 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 with countrywide coverage 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, necessary for avoiding duplication and linking programme activities;
2. co-financing, necessary for leveraging resources and ensuring programme sustainability;
3. advocacy, necessary for enlarging the partnership network and raising awareness of policy issues; and
4. expertise and knowledge, necessary 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.

5.4 **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 VI Programme Management

6.1 **Aim:** To ensure that UNDP's Country Programme is operationalized efficiently, effectively and on the basis of the highest international standards, the Country Office will shift from project-based activities to high-impact, results-driven programming. This shift, which is consistent with the UN's new simplification and harmonization guidelines, will allow UNDP to respond flexibly to emerging national priorities as well as strengthen its support for the Government's coordination function.

6.2 **Structure:** Drawing on the experience of UNDP globally, the Country Office will introduce a new management framework for planning, budgeting, implementation, monitoring and evaluation. *Planning* functions will be based on a comprehensive analysis of core issues and undertaken in close consultation with key partners. *Budgeting* functions will be directly linked to programme objectives to ensure that sufficient funding is available for high-level results. *Implementation* modalities will be designed to make the most efficient use of UNDP's new Enterprise Resource Planning software and will be synchronized with partners, including UN Agencies. *Monitoring* of programme components will be done using standard international practices and through tripartite social partnerships involving the Government, UN Agencies, civil society and where appropriate, the private sector. *Evaluation* of programme components will be done through the UNDAF Monitoring and Evaluation System. To ensure that UNDP retains an internal evaluation function, programme components will also be reviewed by a rotating team of national experts and the Country Programme will be fully evaluated by UNDP's Evaluation Office in New York mid-way through the programme cycle.

6.3 In accordance with UNDP's global policy of promoting national ownership, the 2007-2011 UNDP Country Programme for Jamaica will be coordinated by the Government. Programme components will be either nationally executed (NEX) by national counterparts, directly by the Country Office through a direct execution (DEX) modality, or a combination of both, depending on expediency and capacity. In coordination with the Planning Institute of Jamaica, UNDP will manage programme activities through two Portfolios: (1) Crisis Prevention and Management and (2) Energy and Environmental Security. The *PIOJ* will be responsible for coordinating all Government counterparts involved in programme development and implementation. UNDP will assist the *PIOJ* with donor coordination, advocacy, partnership-building, resource mobilization, monitoring, providing advisory services on programme development, management, and project implementation and other relevant support functions, as required.

6.4 **UNDAF Thematic Technical Groups:** To ensure transparency among partners and in an effort to synchronise UNDAF programmes, UNDP will take the advice of the UNDAF Thematic Working Groups on the strategic direction of each of its two Portfolios, to ensure that outcomes are achieved in line with national priorities. The Thematic Groups will be chaired by the designated officials of UN agencies in Jamaica, as designated by the UN Resident Coordinator (RC), and will include representatives of the Government, implementing partners, civil society and other stakeholders from the donor and beneficiary communities.

6.5 **Annual Work Plans:** To ensure that programme components are implemented in a logical and sequential manner, *Annual Work Plans (AWP)* will be prepared by UNDP Programme Specialists for each programme component. To reduce duplication and fragmentation, comprehensive stakeholder analyses will be conducted to identify and establish effective implementing partnerships for each AWP. The AWP will constitute the basic agreement between UNDP and its implementing partners, eliminating the need for project documents, except in cases where it is necessary to satisfy the local requirements of the Government, donors, implementing partners or UNDP.

6.6 **Implementing Partners:** will be responsible and accountable for managing: (1) programme activities; (2) the effective use of resources; and (3) the achievement of programme outputs. Before selecting an implementing partner, UNDP will jointly assess their capacity with other UN agencies and will make every effort to ensure, where possible, that agencies work with the same partner on similar programme components.

6.7 **Project Assurance and Quality Control:** To ensure that UNDP rules and regulations are adhered to, quality control and assurance measures, including oversight and monitoring functions, will be undertaken by skilled staff in the Country Office and managed by a team of senior specialists. A matrix management structure with transparent decision-making points will be introduced, allowing for a more controlled environment and the effective application of internal oversight functions. To ensure that programme components are executed to the highest international standards, the Country Office will provide administrative and operational services to implementing partners, including financial management, human resources management, contract, asset and procurement management, and general administration. Consistent with UNDP's accountability framework, financial and management audits will be organized regularly and their findings used together with monitoring, evaluation and other reports to continuously improve the quality of services and management.

6.8 **Professional Capacity:** To ensure that UNDP is able to respond to client needs and provide high-quality development services, internal professional and operational capacities will be strengthened in the key functional areas of portfolio coordination, programme development and management, financial management, procurement and human resources management. Both operational and programme staff will participate in UNDP's global communities of practice and professional networks, ensuring that Country Office personnel are trained in state-of-the-art business techniques and standards.

6.9 **Resource Mobilization:** To ensure the viability and sustainability of programme activities, a resource mobilization strategy will be developed in consultation with other UN Agencies. The aim of the strategy will be to expand partnerships with international financial institutions, such as the Canadian International Development Agency (CIDA), the European Commission (EC), the United States Agency for International Development (USAID), and the Government of the United Kingdom's Department for International Development (DfID), other bilateral and multilateral donors, private sector companies, diaspora foundations and civil society. Mobilization of other resources in the form of cost-sharing, trust funds, or Government contributions will also be undertaken to ensure a diversified funding base for the Country Programme. Parallel and pass-through funding mechanisms will be employed, and opportunities for pooled funding will be further explored with development partners.

<b>Part VII</b>	<b>Monitoring and Evaluation</b>
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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 **UNDAF System:** Using state-of-the-art monitoring practices and techniques, the UNDAF System will incorporate the quantitative and qualitative indicators identified in the UNDAF Results and Resources Frameworks and the Country Programmes of the various UN Agencies, including UNDP. The System will also incorporate field-tested methodologies, including templates and

calendars for data collection and reporting and the UN's DevInfo software, which will be used to process, update and analyze indicators.

7.3 **UNDAF Steering Committee:** To ensure that the Country Programmes of the UN Agencies, including UNDP, are monitored and evaluated in a synchronized fashion, a high-level UNDAF Steering Committee will be established comprised of heads of UN Agencies. The Steering Committee will hold an annual meeting to agree on a common monitoring and evaluation (M&E) Plan. The (M&E) Plan will be used by the UN Agencies during the course of the year to review progress in achieving UNDAF and Country Programme objectives. An Annual UNDAF Progress Report will be prepared by the Office of the Resident Coordinator, focusing on the strategies, implementation modalities and coordination mechanisms required to achieve UNDAF objectives.

7.4 **Thematic Working Groups:** As part of on-going efforts to streamline coordination within the UN system, UNDP will use the UNDAF Thematic Working Groups (TWGs) to oversee the strategic direction of its two Portfolios. The TWGs will further review the programme components of other UN Agencies, and are chaired by designated Government officials and co-chaired by designated representatives from each UN agency, and will include donors and other representatives of civil society as members. The TWGs will hold a minimum of three meetings annually to exchange information, review implementation of relevant components in Country Programmes, including UNDP's, and discuss new developments.

7.5 **Annual Progress Reports:** The UNDAF Thematic Working Groups will prepare and submit Thematic Annual Progress Reports (APR), focusing on the strategies, modalities and coordination mechanisms required to achieve Country Programme objectives. These Reports will be used by UNDP to prepare the AWP for each Portfolio. To help ensure that the Thematic Annual Progress Reports are useful for adjusting the strategic direction of the Country Programme, the following key questions will be addressed:

1. *Impact:* To what degree have UNDP programme components contributed to the progressive achievement of national development goals?
2. *Relevancy:* To what degree have UNDP programme components been coherent with national priorities and to what extent are they relevant to the UNDAF?
3. *Sustainability:* To what degree have UNDP programme components strengthened the capacities of national actors and institutions?
4. *Coordination:* To what degree have UNDP programme components contributed to more complementary and collaborative programming between UN Agencies; and between the UN system and key partners including the Government, civil society and bi-lateral and multi-lateral donors?
5. *Efficiency:* To what degree have UNDP programme components been reshaped or become more effective as a result of UNDAF synergy? How cost-efficient have UNDP programme components been and which results were achieved at the lowest cost?

7.6 **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.

7.6 **Cost Recovery:** The UNDP Country Office in Jamaica will recover costs for services rendered as per the prevailing corporate UNDP policy on Cost-Recovery. As such, 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 will be negotiated with the Planning Institute of Jamaica, implementing partners and donors periodically over the life of the Country Programme cycle. GMS costs will be recovered through an “off the top” method, whereas ISS will be deducted through a “pay as you go” method, based on the corporate Universal Price List (UPL).

## **Part VIII Commitments of the United Nations Development Programme**

8.1 UNDP will allocate from its regular resources USD 2.192 million for the Country Programme. 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:

1. Recruit programme and operations staff, as well as other technical experts and consultants in accordance with UNDP regulations, rules, policies and procedures;
2. Procure goods and services in accordance with UNDP regulations, rules, policies and procedures;
3. Facilitate training activities, including fellowships and study tours;
4. Provide access to UNDP-managed global information systems, including rosters of consultants and providers of development services;
5. 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.

## **Part IX Commitments of the Government**

9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement of 26<sup>th</sup> 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 X percent of programme costs, estimated at approximately USD X , 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 for participatory planning, monitoring and evaluation of the Country Programme include civil society and other development partners. Periodic programme review, planning and joint strategy meetings will be organized. Coordination forums for donors, UN Agencies, civil society and the private sector will also be convened. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and designated officials for the purpose of monitoring, meeting beneficiaries, assessing 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 have an impact on cooperation.

<b>Part X</b>	<b>Other Provisions</b>
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- 10.1 This Country Programme Action Plan (CPAP) supersedes any previously signed Country Programme documentation between the Government of Jamaica and the United Nations Development Programme.
- 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.

*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:**

**For the United Nations Development Programme:**

Signature: .....

Signature: .....

Name: .....

Name: .....

Title: .....

Title: .....

Date: .....

Date: .....

**Annex 1:**

**RESULTS & RESOURCES FRAMEWORK for JAMAICA (2007 – 2011)**

<b>Expected UNDAF Outcome # 2: HIV / AIDS</b>										
<b>BY 2011, have a sustained, coordinated multi-sectoral national AIDS response to ensure universal access.</b>										
UNDP Country Programme Component	Expected Outcomes	Expected Outputs	Output Targets & Indicators	Indicative Resources by programme component (per year, in thousands of USD)				SUM		
				Resource	2007	2008	2009		2010	2011
Crisis Prevention & Management (HIV/AIDS)	2.1 Supportive and enabling legislative and policy framework in place and effectively implemented with a gender differentiated focus.	2.1.3 Advocacy strategy and tools informed inter-alia by socio-economic and cultural studies developed to empower stakeholders and in particular vulnerable groups.	<p><b>Target:</b> Improved capacity for HIV/AIDS mitigation, especially amongst vulnerable groups, particularly women and girls, and amongst inter faith change agents.</p> <p><b>Indicator:</b> status of sectoral policy and # of multi-sectoral interventions implemented; socioeconomic impact study produced; # of community based sensitization initiatives; M&amp;E reports on impact of HIV/AIDS initiatives.</p>	<i>Regular</i>	30	20	10	10		70
				<i>Other</i>		50	75	75	50	250
<b>Expected UNDAF Outcome # 3: ENVIRONMENT &amp; POVERTY</b>										
<b>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.</b>										
UNDP Country Programme Component	Expected Outcomes	Expected Outputs	Output Targets & Indicators	Indicative Resources by programme component (per year, in thousands of USD)				SUM		
				Resource	2007	2008	2009		2010	2011
Crisis Prevention and Management (Conflict Prevention & Peace Building)	3.1 Reduction in the incidence of poverty and unemployment among vulnerable groups and selected communities, particularly in rural Jamaica.	3.1.1 Integrated social policy and programme framework strengthened to combat exclusion, remove barriers to access and promote social integration.	<p><b>Targets:</b> MDGR and NHDR Reports published, and utilized in public education and community awareness and sensitization activities, as well as for strengthening participatory budgeting frameworks.</p>	<i>Regular</i>	20	20	20	20	20	100
				<i>Other</i>		30	40	60	50	180
		3.1.2 Improved information systems through quality, availability, sharing and use of data, information & knowledge to inform policy and programming.	<p><b>Indicators:</b> # of stakeholders, programmes and policies informed by database and communication networks; accuracy of data, survey documents and published reports.</p>	<i>Regular</i>	10	10	10	10	10	50
				<i>Other</i>		20	30	40	60	150

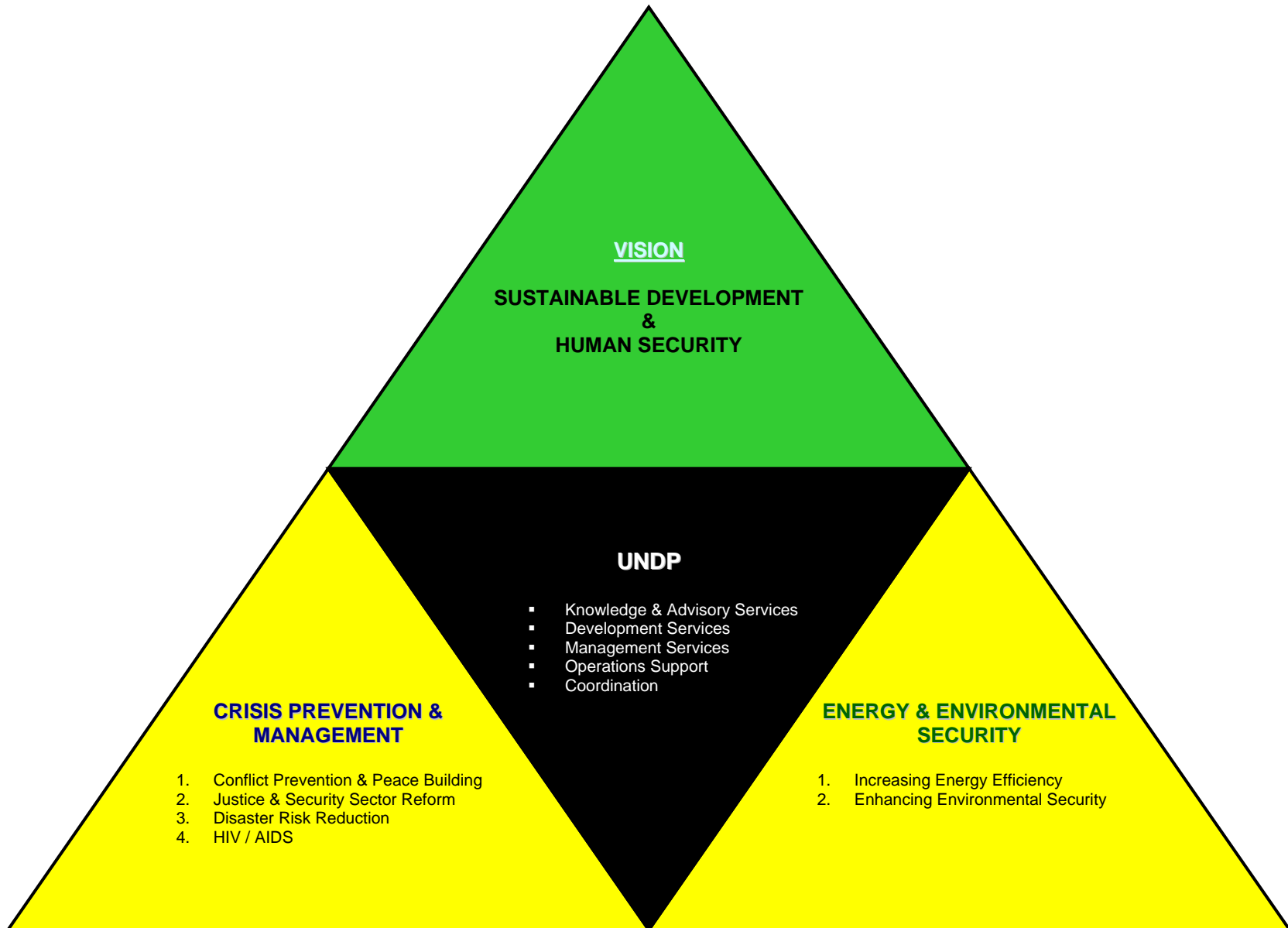
		3.1.3 Improved access to social services and sustainable livelihoods.	<b>Indicators:</b> # of community members trained; % of community members involved in income generating enterprise; % increase in the # of people accessing social service provisions; % increase in # of people aware of social services accessibility & eligibility criteria; # of community youth trained & involved in income generating enterprises while accessing social services; development of alternative livelihood initiatives with a focus on male youth.	<i>Regular</i>	10	10	10	10	10	50
				<i>Other</i>		50	75	75	30	230
Crisis Prevention and Management (Disaster Risk Reduction)	3.2 National capacity enhanced to reduce the risk of natural and human-induced hazards.  <b>Baseline:</b> A National Disaster Plan and Hazard Mitigation Policy & Action Plan exist but are not fully implemented.  <b>Indicators:</b> Disaster Risk Reduction strategies not included in development planning process.	3.2.1 Integrated policy and programme framework strengthened and enforced to mitigate and respond to hazards, including plant and animal diseases.	<b>Targets:</b> # Hazard maps/risk identification tools for high risk/ vulnerable areas.  <b>Indicators:</b> Hazard maps developed; status of agencies' hazard maps and plans; # of reported cases of plant and animal borne diseases.	<i>Regular</i>	10	10	10	10	10	50
				<i>Other</i>		50	75	75	75	275
		3.2.2 Targeted communities and vulnerable groups practicing disaster risk reduction measures and emergency management.	<b>Indicators:</b> # of communities and vulnerable groups practicing disaster risk reduction measures and emergency management; # of communities and vulnerable groups trained and implementing emergency plans; status of joint programme between Bureau of Women's Affairs and ODPEM; # of emergency response plans developed; # of shelters that make provision for persons with disabilities; # of emergency response plans that take into consideration the needs of persons living with disabilities; status of implementation of emergency response plans in the event of an emergency; # DRR management training programmes delivered and plans developed; level of economic loss; decreasing loss of livelihood and property.	<i>Regular</i>	40	40	40	40	40	200
				<i>Other</i>		50	75	75	50	250
Energy & Environmental Security	3.3 Integrated land, coastal zones, water and energy management practices improved.  <b>Indicators:</b> Amount of soil eroded and number of flora and fauna under threat. Area of land and sea protected.	3.3.1 Institutional capacity strengthened to efficiently implement policies and plans.	<b>Indicators:</b> # of training courses on technical and policy matters provided to stakeholders; % of policies and plans being implemented effectively; status of compliance with legislation.	<i>Regular</i>	30	20	10	10	10	80
				<i>Other</i>	250	400	400	500	500	2050
		3.3.2 Land, water and sanitation management strengthened in targeted communities.	<b>Indicators:</b> # of water management projects; % of communities with adequate faecal disposal facilities; # of land management plans implemented; % increase of watershed; communities with active conservation measures; status of implementation of Coastal Zone Policy; quality of coral reefs in selected areas; # of reported cases of water-borne infections especially in children under 5 years.	<i>Regular</i>	10	10	10			30
				<i>Other</i>		250	250	250	250	1000
		3.3.3 Energy efficiency in the public sector increased	<b>Indicators:</b> Implementation of National Energy Policy; # of GoJ institutions implementing environmental management systems (EMS); # of financial incentives for energy efficiency; # of energy efficiency plans	<i>Regular</i>	10	10	10	10	10	50
				<i>Other</i>		150	600	500	250	1500

			implemented; # of hospitals/ hospital beds with an EMS; increased use of renewable energy in selected PS institutions; # of government supported housing developments using energy efficiency measures.							
<b>UNDAF Outcome # 5: JUSTICE, PEACE &amp; SECURITY</b>										
<b>By 2011, increased capacity of government and targeted communities to attain a more peaceful secure and just society.</b>										
UNDP Country Programme Component	Expected Outcomes	Expected Outputs	Output Targets & Indicators	Indicative Resources by programme component (per year, in thousands of USD)						
				Resource	2007	2008	2009	2010	2011	SUM
Crisis Prevention & Management (Justice and Security Sector Reform)	5.1 Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability, and insecurity.	5.1.1 Government assisted to meet its international obligations and review its legislation accordingly.	<b>Target:</b> Overall capacity of Justice sector improved with revised and new laws for citizen security.	Regular	20	10	10	10	10	60
			<b>Indicator:</b> # international obligations on conventions met.	Other		40	20	10	10	80
		5.1.2 Enhanced transparency and participation in resource allocation processes for the attainment of national development goals.	<b>Target:</b> Overall capacity improved for use of participatory budgeting processes.	Regular	60	60	60	60	60	300
			<b>Indicators:</b> Existence of defined process for stakeholder participation in the allocation of Ministry of National Security and MOJ's budgetary resources.	Other			30	10	10	50
		5.1.3 Improved national capacity in programming, planning, implementation and M&E.	<b>Target:</b> Overall capacity of Government improved in implementation of National Security Strategy (NSS).	Regular	60	60	60	60	60	300
			<b>Indicators:</b> NSS Implementation Unit established; # of staff trained in programme planning and M&E; M&E Framework for MNS & MoJ.	Other			60	20	20	100
	5.2 Awareness of and respect for Rule of Law increased amongst decision-makers, institutional providers and communities.	5.2.1 Increased awareness of rule of law / human rights.	<b>Target:</b> Public education campaigns to raise awareness on rule of law.	Regular	50	40	30	20		140
			<b>Indicators:</b> # of persons in target communities having an improved understanding, knowledge and attitude concerning human rights and the rule of law, including small arms in communities.	Other		60	60	75	25	220
		5.2.3 Strengthened capacity to develop and implement restorative justice for adults with emphasis at community level.	<b>Target:</b> National strategies, policies and plans on restorative justice, and peace and reconciliation mechanisms developed across target communities.	Regular	50	50	50	50	50	250
			<b>Indicators:</b> # of persons trained in restorative justice techniques/strategies; # of restorative justice interventions implemented; # of Youth Rehabilitations Centers established; # of community leaders trained in dialogue processes; Institute of Excellence established at the University of the West Indies.	Other		50	40	40	20	150

Jamaica Country Programme Action Plan: 2007 -2011

Crisis Prevention and Management (Conflict Prevention & Peace Building)	5.3 Sustained reduction of violence and social injustice in targeted communities.	5.3.1 Strengthened capacity of stakeholders to sustain peace & reconciliation mechanisms.	<p><b>Target:</b> Enabling environment for local government and community to prevent and resolve conflict and provide alternative livelihood.</p> <p><b>Indicators:</b> # peace-building initiatives, # of micro-enterprise and skills training programmes in communities.</p>	<i>Regular</i>	50	40	30	20	10	150	
				<i>Other</i>		30	50	40	30	150	
	5.3.3 Vulnerable and out of school adolescents and young people, particularly boys, equipped with Life Long learning, livelihood skills and increased access to work opportunities.	5.3.3 Vulnerable and out of school adolescents and young people, particularly boys, equipped with Life Long learning, livelihood skills and increased access to work opportunities.	<p><b>Target:</b> Male youth in target communities capacitated in peace building, conflict prevention skills.</p> <p><b>Indicators:</b> # of youth trained in entrepreneurial skills; # of micro-enterprise initiatives established; level of unemployment of out-of-school youth.</p>	<i>Regular</i>	40	30	20	12	10	112	
				<i>Other</i>		50	50	100	100	300	
	5.3.5 Strengthened capacity of community stakeholders to support community policing and protection.	5.3.5 Strengthened capacity of community stakeholders to support community policing and protection.	<p><b>Target:</b> Comprehensive and integrated community policing and security programmes and projects implemented in affected communities.</p> <p><b>Indicators:</b> Reduction in crime rate; # of community security and policing initiatives.</p>	<i>Regular</i>	30	20	20	10	10	90	
				<i>Other</i>		40	50	40	20	150	
	5.3.6 Strengthened protection of particularly vulnerable groups through improved education, health services and social safety nets.	5.3.6 Strengthened protection of particularly vulnerable groups through improved education, health services and social safety nets.	<p><b>Target:</b> Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.</p> <p><b>Indicators:</b> # of public education and awareness campaigns on protection; increase in access, type and # of social services.</p>	<i>Regular</i>	40	30	20	10	10	110	
				<i>Other</i>		20	34	100	65	219	
					<b>TOTAL</b>						<b>9,496</b>

**COUNTRY PROGRAMME OPERATIONAL FRAMEWORK (2007 - 2011)**



**Annex 3:**

**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
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDGR	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
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