

2007 ANNUAL REPORT OF THE RESIDENT COORDINATOR – JAMAICA

A. INTRODUCTION

It is with pleasure that the United Nations Country Team (UNCT) in Jamaica share with you the 2007 Annual Report which highlights the collaborative steps which we have embarked upon in order to improve the coordination and collaboration within the UN system and with other International Development Partners. During this year, the UNCT remained firmly committed to supporting national priorities and needs and to place them at the centre of UN country programming.

During 2007, the island experienced several changes in its socio-political and economic environment. Additionally, the country was exposed to several environmental shocks which manifested itself through one major hurricane and several floods.

B. CHANGE IN LEADERSHIP IN COUNTRY OFFICES

It is important to highlight that during 2007, there were changes in the leadership of the United Nations Development Programme (UNDP) and the World Bank (WB). For an interim period which spanned June to November, there were two UNDP Representatives who acted in the capacity of Resident Representative. The World Bank also had an acting Representative; however, up to year end this position had not been filled. The Pan American Health Organization (PAHO) Representative acted as the Resident Coordinator over the same period. In November 2007, UNDP welcomed its new Resident Representative/Resident Coordinator.

C. POLITICAL ENVIRONMENT

Jamaica experienced a change of Government in September 2007. The Peoples National Party (PNP), which had governed the island for 18 years, lost the General Elections, which were held on September 10, 2007, to the Jamaica Labour Party (JLP). Additionally, Jamaicans went to the polls for a second time when the Local Government Elections were convened on December 6, 2007. Like the General Elections, the JLP emerged favourable over the PNP.

In spite of the change in Government, the UN Agencies agree that the UNDAF outcomes are still relevant as they are rooted in the Millennium Development Goals which are intended to retain their validity across government changes. It is also important to note that given the similarity in the Manifestos of both political parties as well as the level of participation and buy in of the then Opposition in the UNDAF priority areas, the change in Government truly represents a continuation of the UN activities which were initiated earlier.

Jamaica faced enormous economic and social challenges during 2007. Crime continues to be Jamaica's main social problem which affects individuals from all strata of society. This increased wave of deviance is influenced by a multiplicity of factors: social, economic and political. At the close of the year, nearly 1,500 persons were murdered with the latter months of the year experiencing an average level of up to 41 murders per

week. From an economic perspective, the sharp oil price increases have impacted significantly on the cost of living of all the residents and even fuelling the debt problem which currently affects the country. Significant depreciation of the Jamaican dollar has contributed to some macro-economic instability.

D. JOINT PROGRAMMES/ACTIVITIES

i. JAMSTATS

Jamaica is the first country in the English speaking Caribbean to have carried out a Survey of Living Conditions. Additionally, it is the only Caribbean country that has continued to carry out such a survey on an annual basis. Given this the country has a wealth of socio-economic data. In spite of this, the island suffers from some amount of deficiency in the area of data. It has been reported that since 1993, Jamaica has not produced any officially approved statistical data. This has had a negative impact on the country as it affects the decision making process as well as it hampers the country's ability to undertake evidence based and impact studies.

In an effort to improve the data collection, tracking mechanisms as well as to improve the quality of data produced by Jamaica, the UN Agencies along with the GOJ have spearheaded the process of creating a comprehensive database that allows for tracking key development indicators. Several of the most critical indicators of economic and social development are currently captured in the database. JamStats, as it is called, allows for the addition of new indicators, creation of separate data files, thereby facilitating the capturing of important information needs as they emerge. It also enables the posting of sub-national data sets, such as specific surveys and research studies. Official as well as other data sources can be accommodated and clearly denoted. The indicators in the database continue to be selected on the basis of the need to monitor national, regional and international goals. JamStats 2007 was launched on November 2, 2007 and presently the database includes information on 157 indicators, an increase from 98 indicators.

The UN Agencies have supported the implementation of the DevInfo/JamStats by making support to it as part of the functions of three full time officers and providing funds to institutionalize the JamStats database in the Jamaica Constabulary Force. This Secretariat is located at the Planning Institute of Jamaica which chairs the Steering Committee, coordinates activities and updates some indicators. The United Nations Children's Fund (UNICEF) and the Resident Coordinator's Fund have provided some funding to the project and UNICEF is a member of the Steering Committee, representing the other UN Agencies.

It is envisioned that the Programme will embrace the provision of an easily accessible and available database, providing disaggregated information on a wide range of social and economic variables. The database will provide a common avenue for disseminating data to the public, and becoming an indispensable tool for monitoring international, regional and national goals in social development. The Programme will expand stakeholder involvement and allow for the building of capacities within key government agencies. It will also influence the output of national statistics and address gaps, while

impacting on how and in what format data is collected and organized. One of main outputs expected is that 3 government agencies, MOHE, MOE and the JCF will be empowered to use the software to manage their data.

ii. COMMON SERVICES

Operating under the general guidance of the Resident Coordinator and the UNCT, the Operations Management Team (OMT), the UN interagency working group on common services, completed activities related to the procurement of joint procurement of paper, common procurement services and the cost analysis of potential relocation to the proposed UN House. Additionally the petrol common service was implemented in July 2007, with most UN Agencies now enrolled. By adopting a common services approach, UN Agencies have benefited from:

- Greater flexibility in points of purchase
- Availability of Report Cards to monitor consumption
- Increased security for payments and against frauds
- Cost reduction by approximately twenty percent (20%) for each Agency

iii. HARMONIZED APPROACH TO CASH TRANSFER (HACT)

The HACT Taskforce & Steering Committee worked assiduously to implement the prerequisites which are needed to have the full implementation of HACT. Thus during 2007, the team ensured that the Macro Assessment of Jamaica's Financial System was undertaken. Additionally, efforts by the team resulted in the development of a TOR which will be used to undertake micro assessments of each implementing partner. Although the team has not agreed on the Assurance, discussions on this issue have been initiated within the team and these will be circulated to the Heads of the ExCom Agencies to have their agreement on this.

In order to sensitize members of staff about HACT, the team organized and facilitated a FACE sensitization session for all members of the Programme Staff of UNDP, UNFPA and UNICEF.

The HACT team has agreed that for 2008, the actual assessment of the implementing partners will be executed and the use of the FACE form will be implemented and used among all the staff of ExCom Agencies.

iv. COORDINATED RESPONSE TO HURRICANE DEAN

On August 19, 2007, Hurricane Dean, a category 4 hurricane affected Jamaica and created significant damage to individuals residing in the Eastern and Southern Region of the island. Additionally Hurricane Dean wreaked havoc on crops thus negatively impacting on the Agricultural sector.

With post hurricane damages of approximately US\$60M, the UN system in collaboration with the International Development Partners, other members of the Donor Community and the Government of Jamaica convened several meetings and coordinated their efforts to provide emergency relief in the form of emergency health kits, building materials and other essential food supplies.

E. UNDAF

i. FIRST ANNUAL REVIEW OF UNDAF

Our Country Team is pleased to report that after a full year of UNDAF implementation, an in house review was conducted during the period November 19-21, 2007. Upon the request from the UNCT, Mr. Ed Madinger of UNICEF Panama was requested to conduct the review which was very participatory and contributions from staff of eight of the UN Agencies were used to complete this first UNDAF Review document. The methodology used to undertake the review was as follows:

- The Facilitator reviewed the basic principles of Results Based Management, including definitions of Impact, Outcomes and Outputs, the importance of identifying risks and articulating assumptions, and accountabilities;
- A serial review of the five UNDAF Priority Areas was done in collaboration with staff of agencies participating in the given Area
- The team also analyzed the results chains as set forth in the UNDAF to determine if they were valid
- For each output, a review of what each participating agency had done in 2007 towards its achievement was discussed.
- A wrap-up session with heads of agencies and deputies was also convened to review some conclusions drawn from the exercise.

From the discussions held, the following conclusions were drawn and recommendations suggested:

1. The UNCT needs to clearly articulate what it considers to be the comparative advantage of the UN System in development in Jamaica
2. The Agencies need to ensure that they focus on the areas where they will likely see the greatest impact
3. Communication across agencies, technical and programme staff needs to be strengthened so as to ensure that all Agencies are aware of what the other may be doing in a given area
4. Communication across agencies, and managing the UNDAF Outcomes as programmes, could benefit from the establishment (or revival) of Theme Groups: one for each UNDAF Outcome.

ii. PROGRESS TOWARDS UNDAF OUTCOMES

Significant progress has been made in the five UNDAF Priority Areas. However, it is evident that there are some areas in which the UN Agencies lag. Outlined is the progress made to date and this is outlined from a thematic perspective:

iii. EDUCATION

During 2007, the Agencies responsible for executing the outputs listed under the Education priority area, were able to carry out activities related to all the inputs except for that which is related to “programmes and processes, including teaching methods,

including teaching methods, improved to allow for quality universal primary and secondary education”. In its drive to achieve outcome 1 which states that “by 2011, quality, relevance and equity of all levels of education improved and learning achievements of children increased”, the Agencies carried out activities in the following areas:

- Provision of training to build capacity among Education Staff
- Commenced ground work which will lead to the establishment of a National Policy and Plan of Action on Parenting
- Provision of technical assistance which for example has led to the refinement of the education systems indicators which are linked to JAMSTATS, the Jamaican version of DevInfo

iv. HIV/AIDS

The Government of Jamaica continues to demonstrate its commitment to reducing the spread of HIV/AIDS in Jamaica. The Agencies involved have been working collaboratively with governmental and non-governmental organizations and civil society to reduce the incidence rate of HIV/AIDS in Jamaica. During 2007, the following activities were executed:

- Existing legislation on HIV/AIDS reviewed and recommendations for amendments put forward
- Advocated for the incorporation of monitoring and evaluation in the National AIDS Programme, this venture was supported by providing funds for the engagement of a Data Clerk
- Provided technical and financial support to multi-sectoral plan
- Joint work, financial and technical assistance and a proposal to the Global Fund was done. A total of US\$43M has been granted by the GF.

v. ENVIRONMENT & POVERTY

Environmental policies as well as developmental policies which are geared towards improving the social and economic standards of a country sometimes operate in such a way that they contradict each other. Recognizing the importance of reducing poverty in Jamaica, whilst ensuring that the environment is sustained, the Agencies of the UN have carried out the following activities in order to achieve the Environment and Poverty Outcome which states that “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.”.

- Providing technical assistance and training to youth at risk and individuals at the community level
- Providing alternative livelihood for poor individuals who are infected/affected by HIV/AIDS
- Providing livelihood options to low income households in rural and peri-urban areas under FAO’s telefood and backyard projects.
- Implementing regional project to deal with disaster impact on agriculture and supporting food security in hazard prone areas in Jamaica
- Working in hospitals and schools to reduce energy use

vi. JUSTICE, PEACE & SECURITY

- Provided assistance with the Crime Bill and the Firearm Bill
- Provided support to establish the National Implementation Unit
- Assistance given to support the development of a policy in restorative justice
- Trained 500 community persons to act as peace actors

vii. HEALTH

- Worked on the national strategic plan on Safe Motherhood
- Nutrition policy guidelines developed for treating HIV/AIDS and TB patients
- Avian Influenza Plans were developed and have been tested in a national simulation exercise and members of staff and their families were trained in issues related to Avian Influenza
- Agencies have procured and equipped themselves with Personal Protective Equipment kits

F. KEY ASPECTS OF THE PROPOSED 2008 WORKPLAN

Researchers have always believed that there is a positive relationship between crime & violence and poverty. Though there has been some controversy about how these two variables influence each other, the UN Agencies in Jamaica have recognized that there is somewhat of a link between these variable and so for 2008, the Agencies intend to intensify their work in these areas.

The UNCT will provide support to UNESCO which has been tasked with organizing a regional poverty workshop. Additionally, the team will continue its efforts to facilitate the implementation of a common monitoring and evaluation platform which will allow all the Agencies to track data on crime and violence.

The work of the UN Agencies in crime and violence is recognized by all. However in order to reduce duplication and to improve efficiency in projects designed to reduce this vice, the team plans to carry out a mapping exercise which assist with identifying areas of gaps.

The team realizes that it will be able to optimize its bargaining power and so efforts will be made to implement and offer at least two additional common services.

Good and Bad Coordination Practices and Procedures

Coordination Practice	Results	Recommendation to DGO
<p>I. First Annual Review of the UNDAF (good practice)</p> <p>The purpose of this activity was to:</p> <ol style="list-style-type: none"> 1. assess how much activities were carried out by the agencies in order to achieve the outputs stipulated in the UNDAF document during 2007 2. Review the logics of the UNDAF document and propose changes in areas that had deficiencies 3. Articulate the next steps which are required in order to ensure that the UNDAF outputs and outcomes are achieved 	<p>Due to the limitation of time and in order to cut costs, the UNCT agreed to engage the assistance of one of our UNICEF colleagues to lead and facilitate the UNDAF Review. This colleague was able to take off his UNICEF ‘hat’ and was able to facilitate the UNDAF review in a very objective manner. Given his experience in reviewing other UNDAF, he was able to stimulate much discussion among the agency representatives thus leading to concrete decision-making and agreement on our next steps in achieving the outputs set out in the UNDAF.</p> <p>The total cost incurred for carrying out the review was approximately US\$2,000.</p>	<p>Engage personnel and or consultants who are familiar with the UN system and who have experience working with and reviewing other UNDAF documents.</p> <p>Ensure that all agencies prepare, review and document their priority areas before the actual reviewing of the UNDAF.</p> <p>Ensure that representative from all the priority areas concerned are present to discuss their thematic areas.</p>
<p>II. Planning of Activities for the Year (Bad Practice)</p>	<p>Organizing too many activities in the final quarter of the year usually results in the lack of full participation by all of the key stakeholders. Thus the kind of contribution made to the given activity is not as rich and fulfilling. One also finds that the outputs of these meetings are not focused on all the issues involved and this is due to the lack of participation by all.</p>	<p>Schedules of activities should be planned at the beginning of the year. The planning process should include the key stakeholders who should ensure that they or their delegates are available to participate and contribute to</p>