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Resilient nations.



Moving block by block towards Social Cohesion

**UNDP Jamaica Annual Report
2013/2014**

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Moving block by block towards Social Cohesion

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Foreword: An Agenda for Transformation: Catalyzing Inclusion, Cohesion and Economic Growth



By: Dr. Arun Kashyap

UN Resident Coordinator/UNDP Resident Representative (2011 - 2015)

We are delighted to share our first annual e-report describing progress of United Nations Development Programme (UNDP) Jamaica's activities for the years 2013 and 2014. We chose to start with the last two-years for the first e-reporting as they represent UNDP's transition that includes a redesign of its main areas of development work.

There are points in time when the need and opportunity for change converge and transformation becomes necessary; and with deliberate and thoughtful action, possible. The unprecedented transition being experienced by the world offered a transformational opportunity for UNDP that builds upon a sense of optimism. The development community now

recognizes a greater perceived ability to address the likelihood of eradicating extreme poverty, halting and reversing growing inequalities, achieving universal access to basic services, and importantly, bringing everyone above a minimum threshold of well-being.

To tactically optimize new and emerging opportunities requires a challenge at the fundamental level that makes it incumbent upon us to learn from new knowledge and experiences and to rethink development. The change process has brought us the way forward and to a solution offered by pursuit of sustainable development balanced by the process of human development. The latter gives prominence to enlarging people's choices while counting both the formation of human capabilities and the use people make of their acquired capabilities.

Jamaica, I believe, finds itself at a similar transformational juncture; and it also has reasons to be optimistic. In addition to creating opportunities for increasing and maintaining the pace of economic growth, Jamaica like many other Middle Income Countries (MICs) is initiating prospects to leverage economic democratic processes and use the fruits of growth for social advancement. It recognizes the economic growth as the driver that can consistently mobilize public and private efforts to expand education, health care, nutrition, social facilities and other rudiments of fuller and freer human life for all. It is as Jean Dreze and Amartya Sen argue, "...it is the expansion of human capabilities that, in turn, allows a faster expansion of resources and production, on which economic growth ultimately depends." The Government is accordingly envisioning the need to retain and retrain talent and configure an employee driven organizational renewal programme to achieve sustainable economic growth and inclusive development. This strategy is well in line with the post 2015 Sustainable Development Goals.

In 2013, the UNDP Jamaica office underwent a structural streamlining to meet the post 2015 development Agenda and the evolving national priorities led by the global changes as well as those led by the Economic Reform Programme under the Stand-By arrangement with the International Monetary Fund (IMF). We are pleased to communicate that UNDP Jamaica is the first and currently the only country office that has moved away from sectoral programmatic silos to cross-cutting domains in an attempt to address development in an integrated manner and meet its focus on three substantive areas of work, viz.,

- i. How to adopt sustainable development pathways;
- ii. How to build and/or strengthen inclusive and effective democratic governance; and
- iii. How to build resilience, each of which, when applied together, will contribute to a number of transformational outcomes.

The Government of Jamaica has also requested the United Nations to **“Deliver as One.”** Drawing on the guidance provided by the Quadrennial Comprehensive Policy Review (QCPR) and Standard Operating Procedures (SOPs), we have already initiated this important process. The UN system in Jamaica stands ready to support Jamaica’s transformation programmes as they catalyze the achievement of Vision 2030, Jamaica.



Message from the PIOJ



Colin Bullock,
Director General- Planning Institute of Jamaica

On behalf of the Planning Institute of Jamaica (PIOJ), I would like to offer our sincere congratulations to the United Nations Development Programme (UNDP) on its first annual e-report which will be electronically distributed to its partners and development stakeholders. For the years 2013-2014, the UN system in Jamaica and the PIOJ have successfully collaborated to deliver on our mission of solid policy formulation on economic, social and environmental issues as well as external cooperation management, all aimed at achieving sustainable development for the people of Jamaica. Guided by the United Nations Development Assistance Framework (UNDAF) 2012-2016, our UN partners have supported the pillars of Jamaica's first long-term national development plan, Vision 2030 Jamaica: National Development Plan and have helped us with strategic and innovative policy development and the implementation of programmatic responses to key development challenges.

The value of the contribution of the UN agencies to Jamaica far outstrips the quantum of resources available for programming. As an important source of intellectual leadership in the field of development and with a flexibility to support governments in achieving national development goals, the agencies operate within a framework which provides a wide range of services to developing states. Jamaica, having been assessed as an upper middle income country, and consequently ineligible to access large volumes of concessional resources, greatly values the contribution of the UN agencies which complements

government's development activities in a wide range of areas.

During the 2013-2014 period, UNDP provided support in the area of democratic governance through assistance with the development of the various pieces of legislation and policies such as the Insolvency Act, the International Migration and Development Policy and the Draft Diaspora Plan. Support given for capacity building in Jamaica Constabulary Force in hostage and extortion management, for the Parish Safety Project and the Ministry of Justice's Programme Justice Undertakings for Social Transformation (JUST), helped to propel the national citizen security agenda.

Equally, UNDP's sustainable development and climate adaptation and mitigation and disaster risk reduction projects have impacted efforts at buttressing the level of resilience in the natural environment. Projects such as the Strengthening of the National Protected Areas, the Hurricane Sandy Recovery project and the pilot establishment of a Risk Reduction Management Centre have significantly assisted our efforts to achieve a more resilient environment.

We hope this first UNDP annual e-report publication will be the start of many future publications and knowledge management resources where we continue to share lessons, experiences and project results with all local and international stakeholders involved in the sustainable development of Jamaica.

UNDP Globally

The United Nations Development Programme (UNDP) is one of the world's largest multilateral development agency and is active in 177 countries and territories, helping to achieve the eradication of poverty and the reduction of inequalities and exclusion. UNDP's sustainable development activities include policy development, thought leadership, partnering abilities, institutional capabilities and building resilience. Our 2014-2017 strategic plan focuses on the three main development pillars which guide the structure of this report: Democratic Governance and Peacebuilding, Sustainable Development, Climate and Disaster Resilience. Strategically, UNDP's resources and energies have been refocused on three critical, interconnected priorities for development: democratic governance, sustainability, crisis response and prevention. One consequence of this strategic refocusing is the strengthening of UNDP's country-level UN coordination so UN agencies can work together as one on the new sustainable development agenda, with special emphasis on the eradication of extreme poverty and reduction of inequalities and social exclusion.

UNDP and the UN in Jamaica

The UNCT in Jamaica has been contributing to the social, economic and environmental pillars of Jamaica's development, underpinned by a respect for and protection of, human rights for all Jamaicans. The UNDP Country Office (CO) has been providing support to the UNCT by housing the Resident Coordination Office and the UN Department for Security and Safety (UNDSS), and participating in joint programmes and inter-agency activities, while mainstreaming the Human Rights agenda in their portfolio.



International Human Rights Day 2014

In 2014 UNDP contributed to the assignment of a Senior Human Rights Advisor, who has significantly contributed sensitization training workshops in various areas, and the planned establishment of a National Institution on Human Rights. The CO has assumed liaison roles and has led inter-agency group collaborations for the Programme Coordination Team, the Operations Management Team and the Humanitarian Country Team. The CO also supported the formation of the inter-agency Monitoring & Evaluation working group which tracked the progress of UNDAF outcomes and the impact on national development.

With a network of 24 resident and non-resident United Nations Organizations in Jamaica, the UNCT has been contributing to community safety and security, cultivating friendly relations in Jamaican communities, helping to improve the lives of the vulnerable and assisting the government with development challenges and Jamaica's progress in achieving the targets of the global Millennium Development Goals.

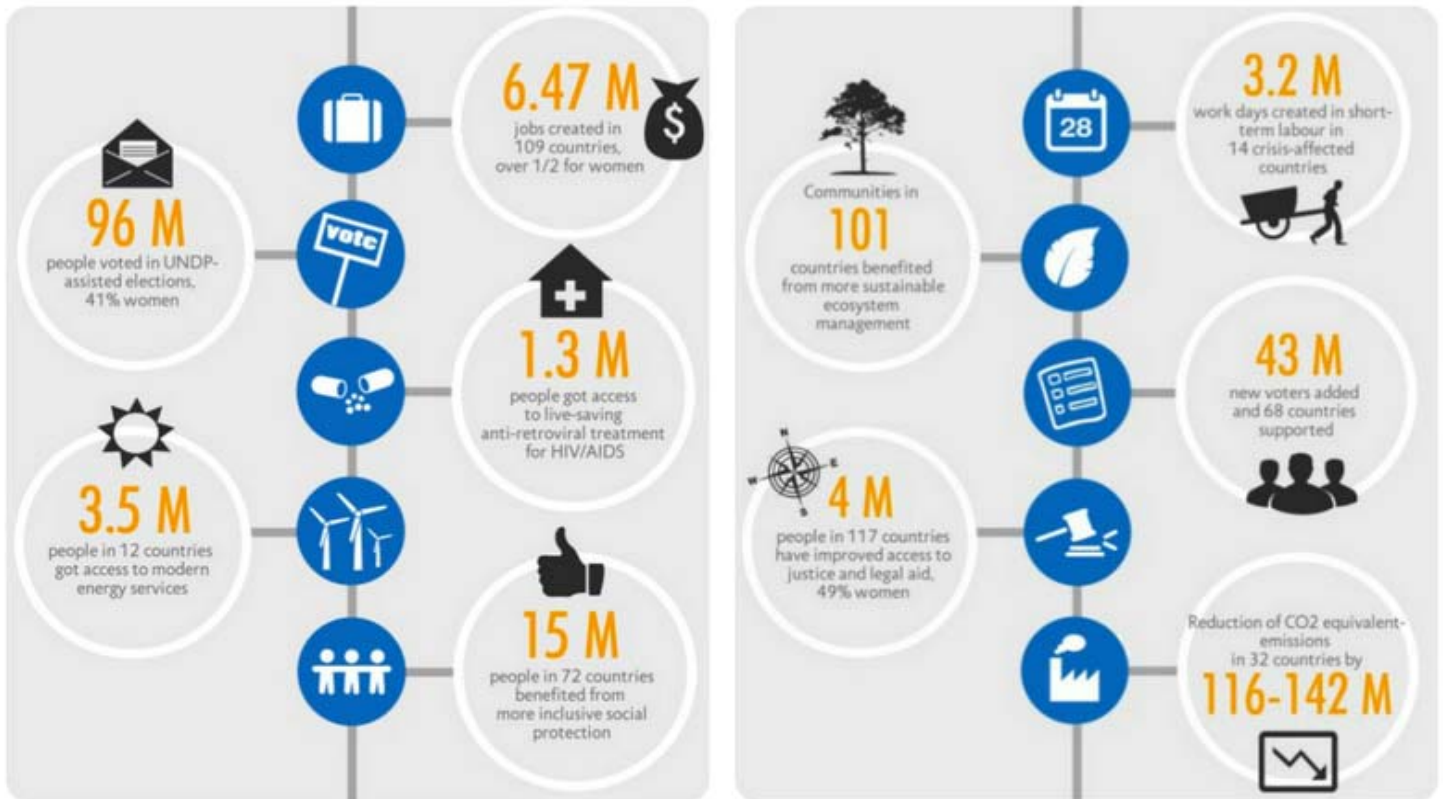
This has led to successful joint programmes and campaigns in Human Rights, HIV/AIDS Gender-based Violence, Sexual & Reproductive Health, Water Management, Environment and Energy.



UNCT and GoJ join "Nuh Guh Deh" campaign

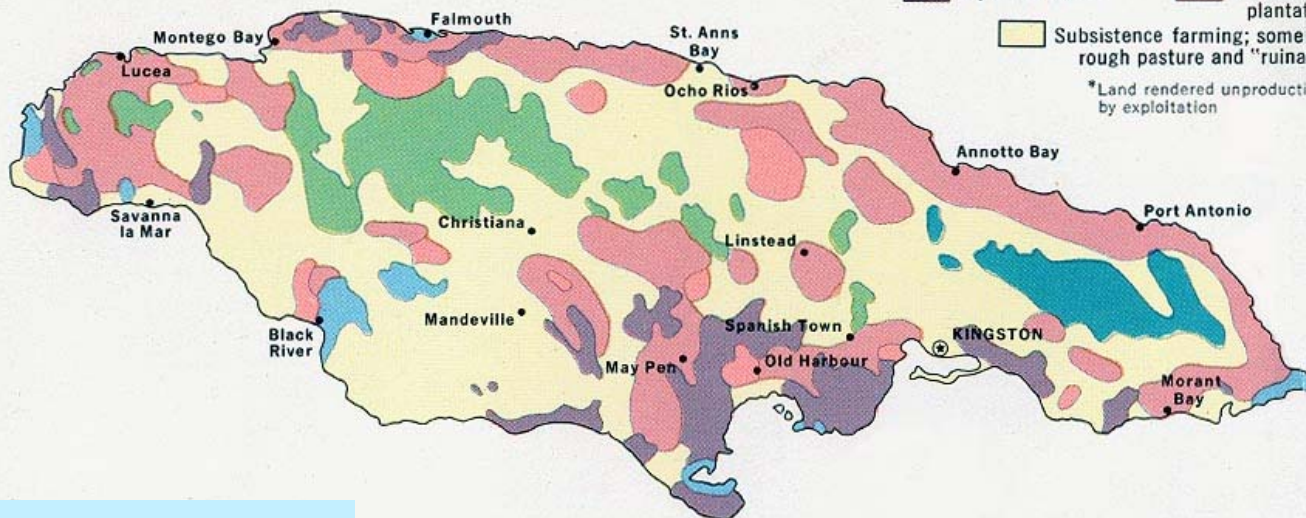
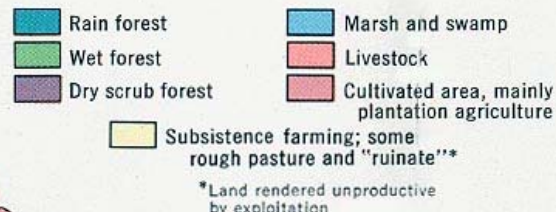
UNDP in Latin America and the Caribbean:

UNDP has given support to the last decade of regional progress and transformation in 24 countries in Latin America and the Caribbean. The region has benefitted from areas highlighted in the UNDP Global Infographic below: UNDP-assisted elections, access to life-saving health interventions, more inclusive social protection, improved access to justice and legal aid and more sustainable eco-system management.



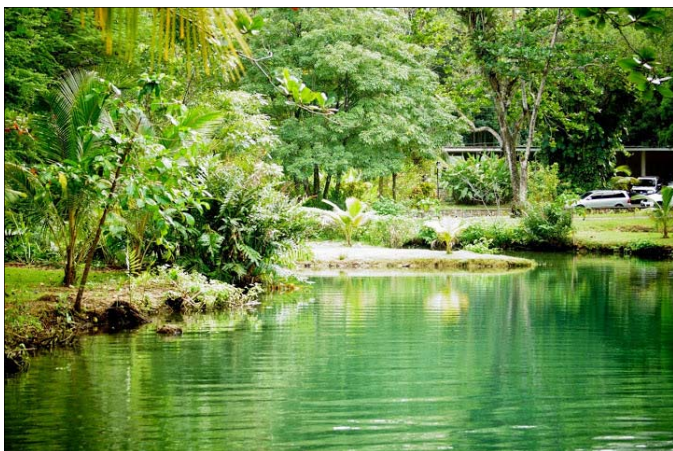
Source: www.undp.org

LAND UTILIZATION



Source www.lib.utexas.edu

Jamaica by the Numbers



French Man's Cove, Portland

Population (millions)	2.7
GDP (current \$US millions)	14.4
GNI per capita (current \$US)	3,300
Life expectancy at birth (years)	73
Infant mortality rate (per 1,000 live births)	16
Improved water source, rural (% of population with access)	88
Literacy rate, adult total (% of people over 15 years of age)	87
Primary education completion rate (%)	89
Secondary education enrolment rate	63
Structure of economy (%):	
Agriculture	3
Industry	26
Services	71
Poverty headcount (% of population below national line)	18
Unemployment (% of working population)	14
Inflation (% annual)	7
Remittances (% of GDP)	14
Human Development Index (HDI) value	0.73
HDI ranking (of 187 countries)	85

Source: World Development Indicators 2013; UNDP Human Development Report 2013 (HDI); Statistical Institute of Jamaica 2013 (unemployment); Bank of Jamaica 2013 (inflation and remittances).

Donor Partnerships and Support, 2012-2014

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

Projects & Initiatives	Donors	Partners
Democratic Governance		
Support to the Commission of Enquiry (COE) -2014-2015	Norwegian Government & Government of the Netherlands through BCPR (Bureau for Crisis Prevention & Recovery)	Ministry of Justice, Dispute Resolution Foundation, Victim Support Division, Peace Management Institute, Legal Aid Council
2. Building Capacity for Reform of HIV Related Law and Policy in Jamaica, 2013-2014	Unified Budget Results Accountability Framework (UBRAF)	UNAIDS, Ministry of Health (MOH)
3. Mainstreaming Migration in National Development Strategies (2011- 2014)	Swiss Agency for Development and Cooperation (SDC), European Union; Government of Jamaica	Planning Institute of Jamaica (PIOJ)
4. Enhancing Civil Society Participation in Local Governance for Community Safety (2011-2014)	Democratic Governance Thematic Trust Fund (DGTTF)	Ministry of Local Government and Community Development (MLGCD)
5. Justice Undertaking for Social Transformation (JUST) Project (2012-2016)	Department of Foreign Affairs, Trade and Development (DFATD) (formerly CIDA, Canadian International Development Agency)	Ministry of Justice (MOJ)
Sustainable Development		
Rural Youth Employment Project (2010-2012)	US Agency for International Development (USAID)	Scientific Research Council (SRC)
Strategic Flexible Funding Facility (2008-2013)	Department for International Development (DFID)	Planning Institute of Jamaica (PIOJ)
Climate & Disaster Resilience		
Deployment of Renewable Energy (Project Preparation Grant) (Sept 2104-June 2015)	Global Environment Facility (GEF)	Petroleum Cooperation of Jamaica (PCJ)
Capacity Development for Energy Efficiency & Security in Jamaica (2011-2015)		Ministry of Science Technology Energy and Mining (MSTEM)
Hydrochlorofluorocarbons (HCFC) Phase out Management Plan (HPMP) (2012-2020)	Montreal Protocol	National Environment & Planning Agency (NEPA)
National Biodiversity Strategy and Action Plan (NBSAP) Project (2014-2015)	Global Environment Facility (GEF)	National Environment & Planning Agency (NEPA)
Strengthening of National Protected Areas (NPAS) in Jamaica Project (2011-2016)	Global Environment Facility (GEF), UNDP	National Environment & Planning Agency (NEPA)
Third National Communication to the United Nations Framework Convention on Climate Change (UNFCCC) (2014-2017)	Global Environment Facility (GEF), UNDP	National Environment & Planning Agency (NEPA)
Global Environment Facility (GEF) Small Grants Program Projects	Global Environment Facility (GEF) Small Grants Program	Community Based NGOs

Chapter 1

Democratic Governance and Peacebuilding

Enabling Justice and Citizen Security



Falmouth Courthouse in background

Impact stories: Projects & Initiatives in Jamaica

The Government of Jamaica, with support from its partners, has been grappling for several years with the patterns and high incidence of crime and violence in the country. Whereas policies and strategies are in place to support the spectrum of necessary interventions both responsive and preventative, there remain challenges related to trust in institutions, social cohesion, justice, security, service delivery and the prevention of violence.

Other projects and initiatives undertaken under this rubric extend UNDP's involvement in the process of increasing citizen participation in advocacy and public policy formation.

Support to the Commission of Enquiry Project

Over a three day period in May 2010, extensive security operations in West Kingston, mounted with the express intention of capturing the community "don", resulted in significant loss of lives, property damage and cost to the national economy estimated at US\$152 million. The operation put a spotlight on the gravity of the security problem, especially rooted in the vulnerable communities across the country.

The 3-day operation by the security forces in the community of Tivoli Gardens resulting in the deaths of at least 73 civilians and 3 police officers was a traumatic

event for the country and has brought into sharp focus the issues of governance, peacebuilding, justice and citizen security, fundamental elements of one of UNDAF's three pillars. UNDP's support for the Commission of Enquiry (COE) into the event is therefore fully aligned with the agency's strategic interests.

In the aftermath of this event, UNDP Jamaica provided the government with assistance to obtain the necessary ballistics and forensic evidence, supported the Office of the Public Defender, along with other international development partners, in the preparation of the interim report to Parliament. These activities led to the West Kingston Commission of Enquiry which began in December 2014.

The country office also coordinated donor support activities with civil society and national development partners in Jamaica. These activities were coordinated with the Ministry of Justice and the Planning Institute of Jamaica. In October 2014, a workshop was also held to sensitize the media on public information and reporting standards for Commissions of Enquiry, using a human-rights perspective. UNDP aims to integrate support provided to the Commission of Inquiry and the recommendations coming out of the Commission into a broader three-year programme focused on enhancing community safety and social cohesion, building trust and confidence in the communities and enhancing the capacity of local governments for better service delivery.



Media Sensitisation workshop on Commission of Enquiry - October 2014

HIV and the Law Project

In alignment with UNAIDS objectives, UNDP Jamaica led an initiative to build capacity among key national stakeholders to repeal outdated, inconsistent and discriminatory HIV-related laws in Jamaica and to increase access to justice for key populations. This was done in support of the human rights objectives of Pillar 3 of UNDAF 2012-16:

“Government and Civil Society organizations improve access to comprehensive protection, prevention and justice systems and services for individuals and groups vulnerable to multiple safety and violence risks.”

This initiative provided valuable support to the Ministry of Health and the Ministry of Justice regarding the challenges involved in combating HIV/AIDS, one of the key MDG targets. Parliamentarians and policy makers engaged in awareness-building dialogues which sought to address the major gaps in the legislative and policy framework. Results included the following: Almost 50% of the Members of the Senate, in particular female, were sensitized to HIV related challenges with the Sexual Offences Act, 37 members of the judiciary (28 females and 9 males), received certification from continuing education seminar, 20 students, in particular females, completed Legal aid clinic course on HIV, Social Justice and the Law course. These activities led to the Sexual Offences Act being reviewed in 2014 and the adoption of the recommended Amendments.

Mainstreaming Migration Project

Jamaica has as many nationals living outside its borders as within, with recent estimates suggesting as many as 3 million Jamaicans living mainly in the United Kingdom, the United States of America and Canada. The issue of migration is now considered part of a global development strategy. This was the inspiration for the May 2011 project launched by the Government of Jamaica (GoJ), to develop a National Policy and Plan of Action on International Migration and Development with activities continuing into 2013. The policy aimed at maximizing the socio-economic benefits for migrants in their countries of origin and in their host countries. The Planning Institute of Jamaica (PIOJ) and the Ministry of Foreign Affairs and Foreign Trade (MFAFT) led the process. The project is also aligned with the activities of the local UN agency, International Organization for Migration (IOM).

The project delivered much needed policy and capacity development support, resulting in a Draft National Policy and Plan of Action on International Migration and Development, International Migration and Development Sub-Policies, a Draft Diaspora Policy aligned to the Vision 2030 Jamaica – National Development Plan, a Capacity Assessment of Ministries, Departments and Agencies, a Capacity Development Strategy and Stakeholder workshops. In 2014, the Cabinet also received the final draft National Policy on International Migration

Regional Hostage and Negotiation Training Initiative

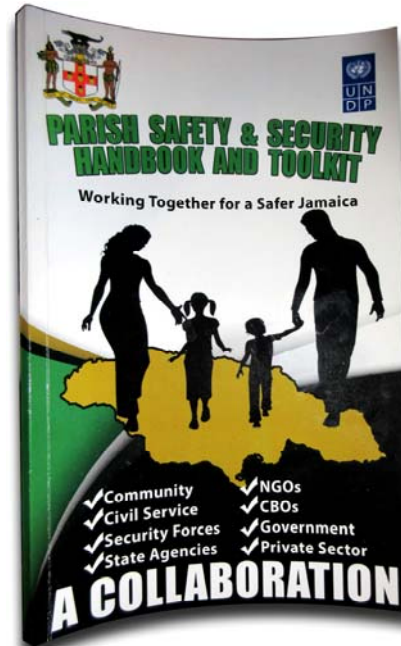
Extortion is a growing problem in Jamaica, with negative impact on businesses and citizen security. UNDP Jamaica responded to a request from the Jamaica Constabulary Force (JCF), through the Ministry of National Security (MNS) and the Planning Institute of Jamaica (PIOJ), to build capacity in hostage and extortion negotiation strategies for members of its Anti-Kidnapping Unit. In view of the increase in crime of this nature in the region, the training was extended to other countries within the Caribbean. A total of 26 regional police officers, including 8 females, participated, representing 8 Caribbean countries. UNDP is also supporting the JCF in developing a Manual for Hostage and Extortion Management.

Developing Capacity in the Ministry of Finance and Planning to manage change

In 2014, senior staff from UNDP Jamaica and the Ministry of Finance and Planning (MoFP) collaborated to present an innovative public service management initiative on Change Management and Behavioral Insights in Turkey. The event was part of "SHIFT UNDP Week of Innovation Action" with UNDP Country Offices around the world. The expectation is that the design and use of instruments to manage change will be more efficient and effective, resulting in a transformed MoFP with increased revenues and reduced expenditures.

Mini Feature: Parish Safety Project

UNDP Jamaica implemented a project with the Ministry of Local Government and Community Development (MLG&CD) in the establishment of Parish Safety and Security Committees (PSSC) in 10 parishes in the country. This successful initiative is a continuation of the 2011 project, "Enhancing Civil Society in Local Governance for Community Safety", with community intervention activities taking place throughout 2013 and 2014. The project's two main objectives included the strengthening of Civil Society participation in governance and the establishment of coordinated local responses to



Parish Safety Handbook

Crime and Violence.

The Project had a direct crime-reduction impact on a population of over 1.3 million from the following 7 parishes: Clarendon, St Catherine, St Mary, Manchester, Trelawny, St. Elizabeth and Westmoreland. The initiative also supported the Jamaica Constabulary Force

(JCF) own re-energized "Community Policing" approach to tackling crime and violence which is intent on greater citizen participation and leadership.

Campaigns such as "Real Men Don't Rape", Public launches such as "Crime Prevention Begins with Me", Parenting workshops, Community expos and Peace March events such as "Protect our Children" were organized by community members in response to incidents of crime and violence and as part of their own contributions to community safety. Other positive results led to the readiness of local government authorities to mainstream gender-based violence into parish level safety planning, a key intervention for the much needed campaign against child abuse. This also resonated with the 2010 National Crime Prevention and Community Safety Strategy.

Relationships between the Police and Community showed significant improvements and these were further bolstered by Peace Walks and Community Vigils. Environmental and Safety Audits later resulted in a reader-friendly handbook and toolkit on Parish Safety and Security.

Feature: The Justice Undertakings for Social Transformation (JUST) Programme

Jamaica's high homicide rate has placed heavy demand on the security and justice sectors, which are directly responsible for guaranteeing citizen security and inclusive access to justice. Successive Jamaican governments have made efforts to reform the country's justice system and improve the courts and the police force but have been constrained by the country's difficult economic situation. This led to the design of the 2012-2016 Justice Undertakings for Social Transformation (JUST) Programme, which is being implemented by the Ministry of Justice (MoJ) and the Department of Justice, Canada, with funding of CDN \$18.5 million from the Department of Foreign Affairs, Trade and Development (FDATD), formerly the Canadian International Development Agency. UNDP's unique and extensive regional experience in social cohesion and citizen security projects made it an ideal partner for providing continued accountability, financial management and oversight for this programme.

The JUST Programme is intended to impact Jamaica's justice sector in three ways: Institutional strengthening aimed at building greater management capacity; technical and legal assistance aimed at improving the legislative drafting process; and social order aimed at integrating civil society as active participants in justice

reform. The Justice Reform Implementation Unit (JRIU) has been established and provided with staff, equipment and technical support from UNDP, to help the Government monitor and evaluate reform projects and build relationships between the policy directorate and civil society.

Institutional beneficiaries such as the Ministry of Justice (MoJ), the Office of the Director of Public Prosecution (ODPP), the Office of the Parliamentary Counsel (OPC) and the Court Management Service (CMS) have been able to develop Standard Operating Procedures and other tools to fulfill their mandate.

The JUST Programme has worked with team members from Justice Canada to conduct reviews on 660 pieces of legislation, on the decriminalization of minor offences, on the role and functions of Justices of the Peace and on the automatic mediation system. Other key results include the development of a Citizen's scorecard, a Prosecution Manual for the ODPP and the implementation of the OPC's Legislative Policy Manual. The JRIU benefitted from the development of a Monitoring and Evaluation Framework with updated and relevant software tools. Staff members from the MOJ have also received training in specialist skills and the ODPP benefitted from newly-established Human Resource Protocols.



Canadian High Commissioner, Robert Ready hands over computer court equipment to Justice Minister, Hon. Mark Golding, at the Supreme Court in Kingston in 2014

Chapter 2

Sustainable Development Goals (SDGs)

Pursuing Sustainability of the Environment



Montego Bay Marine Park

Impact stories: Projects & Initiatives in Jamaica

A central challenge of sustainable development is to maintain progress in living standards for people everywhere, especially for those who today are the most deprived, without further imperiling our shared natural environment. From whichever direction this multi-faceted challenge is tackled, the inescapable fact remains: social needs significantly impact the physical environment, and vice versa. The promotion of sustainable livelihoods, fair business practices, energy conservation and the conversion to renewable energy sources, protection of the land and marine environment through sound practices and policies, disaster mitigation and measures to respond to climate change are all facets of the challenge to sustainable development, in all regions of the world. UNDP's track record as the primary international development partner gives it a knowledge-based advantage in helping states, like Jamaica, find responses to a wide array of national challenges.

Rural Youth Employment (RUYE) Project

Mid-2013 statistics showed Jamaica facing youth unemployment of 34.1 %, especially in rural areas , with the male youth unemployment rate at 27.1% compared to 43.6% for females. Like most of the Caribbean and Latin America, the country is also



Entrepreneurial juicemakers

plagued with high levels of inequality, with a 2011 World Bank report giving Jamaica a GINI coefficient index of 59.9. The 2014 Human Development Index and International Monetary Fund reports indicated

that Jamaica's macro-economic environment had begun to show positive signs of improvement, with more positive indicators in life expectancy, years in school and the average GNI per capita.

The 2010-2013 Rural Youth Employment Project (RUYE) offered viable, income generating agricultural and agro-processing business alternatives to neglected communities in four parishes: St Thomas, St Ann, Manchester and Trelawny, with the aim of improving the quality of life of over 400 young people in rural Jamaica.

The project was implemented by the Scientific Research Council and the Ministry of Agriculture and Fisheries.

The target beneficiaries were exposed to social and technical training, leading to new micro-enterprises such as bee keeping, horticulture, poultry production, goat rearing and agro processing.

Training workshops included practical examples of production inputs and the use of small-scale processing facilities which were upgraded in each parish, so as to deliver new value-added agricultural products. The project falls within the outcome of the UNDAF Pillar 2 Framework on Social Empowerment and Equity:

“Socially excluded and at-risk populations in rural/urban communities have increased access to improved health and education services.”

Strategic Flexible Funding Facility Initiative

The UNDP-supported Strategic Flexible Funding Facility Project provided the Government of Jamaica with a flexible pool of funds from DFID for strategic short-term and well defined initiatives, with high impact and quick results. Managed by the Planning Institute of Jamaica from 2008 to 2013, the funds have been used for key macro-economic and financial management reforms. One main output of this project is the October 2014 Insolvency Act, legislated by the Jamaican Parliament as part of the government’s push to stimulate business and greater investment confidence. The new Act also fulfills a commitment made under Jamaica’s existing four-year Extended Fund Facility with the International Monetary Fund to revamp outdated and counter-productive bankruptcy laws.

Capacity Development for Energy Efficiency and Security Project

This 2011-2013 Energy Efficiency and Security Project was implemented by the Ministry of Science, Technology, Energy and Mining (MSTEM) and focused on capacity development in the public sector and the piloting of clean energy alternatives such as Wind Power during the 2013-2014 period.

Training and sensitization workshops in Energy Efficiency, Conservation and Management were designed and delivered to public sector workers in three locations: Kingston, Mandeville and Montego Bay. A Domestic/Community Application Feasibility Study and a Regulatory Review also took place, with plans to establish two wind turbines at two primary schools in the parish of Manchester.

UNDP also supported the development of five energy sub-policies: Renewable Energy Policy, Energy Efficiency Policy, Energy from Waste Policy, National Transportation Policy and the Carbon Trading Policy.

UNDP Greening Initiative

UNDP successfully piloted its own internal ‘Greening Initiative’ at its country office by introducing solar power, hereby reducing electricity consumption. This initiative resulted in a 40% reduction in UNDP’s energy bill and demonstrated its support for the Government of Jamaica’s objective of implementing its National Energy Policy. The 2009-2030 roadmap is expected to lead to a transformation of the national culture of energy use, through energy efficiency and diversification. The planned minimum target for renewable energy use is 30% by 2030.





Gatekeeper and Visitors at the Blue and John Crow Mountains

HCFC Phase out Management Plan (HPMP) Project

Jamaica is party to the Montreal Protocol on Substances that Deplete the Ozone Layer and has therefore committed to phase-out its ozone-depleting substances (ODS) consumption, and accelerate the phase-out of production and consumption of hydro-chlorofluorocarbons (HCFCs) within scheduled timelines. Launched in 2012, the HCFC Phase Out Management Plan (HPMP) Implementation Project focused on three areas: Capacity building for refrigeration technicians, Distribution of basic service tools- Recovery/recycling equipment and retrofit kits, Monitoring and evaluation. The project specifically seeks to freeze importation of HCFCs at 2009 and 2010 average import levels (baseline consumption) and reduce baseline consumption by 30 per cent.

UNDP assisted Jamaica with the implementation of the Montreal Protocol and associated project costs such as a project awareness campaign implemented by the National Environment Planning Agency (NEPA). The project included training of trainers and the production of a manual on international best practices in alternatives such as hydrocarbons and other refrigerants, which led to the revision of the country's existing Recovery-Recycling-Reuse Plan.

National Biodiversity Strategic and Action Plan (NBSAP) Initiative

Jamaica ranks among the top five islands worldwide for plant endemism, and also claims a high level of endemism for animal species. The country is blessed with rich biodiversity, with over 3,300 species, 900 of which are endemic, and approximately 43 species of reptiles, around 77 per cent of which are endemic. Since 1995, Jamaica has been party to the Convention on Biological Diversity (CBD). Through UNDP, the Global Environment Facility has funded the revision of

the country's 2003 National Biodiversity Strategic and Action Plan (NBSAP) which is a CBD agenda activity and part of efforts to safeguard the island's ecosystem. Biodiversity loss endangers livelihoods, and the country has been suffering losses due to human activities in agriculture, forest plantations, mining, human settlements and large coastal developments.

The NBSAP revision initiative is in line with the CDB's 2011-2020 Strategic Plan and the preparation of the 5th National Report to the CDB. It also plays an important role in Jamaica's post-2015 sustainable development agenda which seeks to integrate biodiversity conservation issues into national development and sectoral planning frameworks.

Implemented by the National Environment and Planning Agency in partnership with the Institute of Jamaica, the initiative will have an impact in three areas:

- i) a participative stocktaking exercise on biodiversity planning with national biodiversity targets
- ii) the revision of NBSAP to integrate new aspects of the 2011-2020 CBD strategic plan and
- iii) the strengthening of national frameworks for



Illegal fishing activities - Montego Bay near Marine Park

resource mobilization, convention reporting and exchange mechanisms.

The ultimate goal is to produce measurable sustainable development targets to safeguard key national ecosystem services such as the supply of water for sustained livelihoods.

UNDP supported an inception workshop with strategic stakeholders who will participate in the stocktaking exercise. Key outcomes from this activity included the recommitment of these stakeholders to the NBSAP and to the National CBD reporting process. Stakeholders also recommitted to the national priority of achieving the Aichi targets which, among other things, include protecting 17% of the Earth's land and 10% of its seas by 2020. NBSAP is intended to be adopted as a policy instrument.

Mini-Feature: Strengthening the Operational and Financial Sustainability of the National Protected Area System (NPAS) Project

Jamaica has recognized 249 national protected areas (PAs) that must be managed for long-term conservation so as to sustain the country's ecological systems and biodiversity, including its natural and cultural assets. The country's natural wealth includes the highest number of bird species (290 recorded – 25 endemic) of any Caribbean island, with over 30% of Jamaica's land being classified as forest.

These PAs have helped Jamaica to mitigate the impacts of climate change and contributed to the island's social and economic development, with direct benefits to the tourism industry, the pharmaceutical, creative and agricultural industries. For instance, more than 90% of Jamaica's tourist destinations are concentrated within and around protected areas. In addition, Jamaica's PAs play a significant role in building resilience to climate change and reducing risks to natural disasters. For example, the Global Environment Facility (GEF) has quoted one risk evaluation estimate of US\$18.6 billion, based on the country's socio-economic assets and infrastructure exposure to hazards.

However, Jamaica's environmental sustainability is under threat partially due to the fact that the local NPAS policies, strategies, action plans, laws and regulations

have been fragmented. The lack of coordination among key agencies has resulted in several financial and other challenges for the proper management of these areas. Given the important functions that the NPAS play, the UNDP/GOJ 2010-2016 project, Strengthening the Operational and Financial Sustainability of the National Protected Area System (NPAS) was developed to address the management gaps.

The NPAS project is being funded by GEF with a budget of US\$ 7,820,585.00. UNDP has been providing oversight to the executing agency, the National Environment and Planning Agency (NEPA), which collaborates with the Forestry Department, the Fisheries Division, the Jamaica National Heritage Trust and the Natural Resources Conservation Authority who are all engaged in safeguarding Jamaica's globally significant biodiversity. Impact is anticipated on three levels: i) Strengthening of planning and revenue generation, ii) Rationalizing and integrating the national system of protected areas and iii) Increasing the effectiveness of protected area management.

UNDP has worked with NEPA during the 2013-2014 period to produce the following results: Public awareness campaigns on NPAS, Surveys of national practices and attitudes, Establishment of a Trust Fund, Completion of model business and management plans, Monitoring and Evaluation systems and a new and expanded frameworks will also be reviewed.

Feature: SIDs report + post 2015 consultations Initiative

Jamaica is one of 32 vulnerable Small Island Developing States (SIDS) in three regions of the world: the Caribbean, the Pacific and AIMS (Africa, Indian



Birds descend on the Montego Bay Marine Park



Flowers in the Blue & John Crow Mountains

Ocean, Mediterranean and South China Seas). The country's vulnerability comes from its small land area, geographical isolation, susceptibility to environmental and natural disasters and climate change impacts including the growing threat from rising sea-levels. The country's marine environment provides economic support to the tourism industry, which attracts just over 2 million stopover visitors annually. More than half of Jamaica's 2.7 million population can be found in coastal areas.

The 2014 UNDP Human Development Report highlighted the need for SIDS like Jamaica to pursue targeted policies for reducing vulnerability and building greater resilience. These policies should:

"include universal provision of basic services, addressing life cycle vulnerabilities, promoting full employment, strengthening social protection, addressing social inclusion and building capacity to prepare for and recover from crises."

The preparatory process for the 2014 Third International Conference of Small Island Development States (SIDS) therefore took on major significance for Jamaica. In 2013, the Ministry of Water, Land Environment and Climate Change and the Ministry of Foreign Affairs and Foreign Trade worked alongside UNDP to successfully complete the post-2015 National Consultations, using a cross-sectoral and multi-stakeholder approach. These consultations provided the fora for states to share their own challenges and assess their country's progress towards the existing MDGs. Issues being faced by SIDS were also openly discussed and debated at the 2013 Caribbean Regional Preparatory Meeting held in Jamaica, with the UN Country Team and the GoJ partnering to deliver the 'Kingston Outcome' document which detailed gaps and constraints related to implementing the Barbados Programme of Action and the Mauritius Strategy for Implementation.

With the UN declaring 2014 as the International Year of SIDS, UNDP gave greater visibility to Jamaica's post 2015 sustainable development goals (SDGs) and SIDS related issues. During that year, Jamaica's leadership role became evident when the country was chosen as the only one in the Caribbean to provide input on the thematic area, "localizing the post-2015 development agenda", leading to a second round of post-2015 national consultations. UNDP also supported the launch of the Caribbean Sustainable Development Solutions Network (SDSN) at the University of the West Indies, Mona where the Prime Minister, the Most Honourable Portia Simpson Miller, expressed the high



Tourists enjoy parachuting in Montego Bay, St James



A raspberry farmer from the Blue & John Crow Mountains

importance the government had placed on Caribbean SIDS realities and challenges.

The GoJ has since integrated the Third International Conference outcome document, known as the SAMOA (Small Island Developing States Accelerated Modalities of Action) PATHWAY, into its national development planning process, with the local implementation of seven selected SIDS priority areas: Climate change, Sustainable energy, Oceans governance (including invasive species), Food

security, Sustainable consumption and production, Health and Biodiversity .

The Ministry of Foreign Affairs and Foreign Trade and UNDP also organised a debriefing forum following the Samoa Conference where efforts were made to align Jamaica's submission of proposed Sustainable Development Goals for the post-2015 development agenda with Jamaica's long-term development plan, as expounded in Vision 2030.



Students visiting Seville Great House heritage site in St Ann

Chapter 3

Climate & Disaster Resilience

Confronting Vulnerabilities



Residences on the outskirts of Montego Bay Marine Park

Impact stories: Projects & Initiatives in Jamaica

Rising temperatures, storm surges, rising sea levels, extreme flooding and drought threaten Jamaica's natural and built environments. One estimate from the Inter-Governmental Panel on Climate Change has calculated that an annual cost of US\$ 462 million will be needed to protect Jamaica from a meter of sea-level rise. Damage to beaches and the coastal ecosystems have already impacted tourism, the country's primary earning sector, with long-lasting implications for Jamaica's competitiveness in this sector. Community livelihoods have become increasingly vulnerable to climate change, with the Global Environment Fund (GEF) citing one 2011 estimate which indicated potential harm to over 200,000 Jamaican farmers and approximately 20,000 fishers. All this poses a looming threat to national development plans and food and water security, as poor and rural Jamaicans risk further marginalization.

Natural disasters exacerbate Jamaica's heavy fiscal burden and indebtedness and force the country to redirect development funds. Jamaica's National Development Plan-Vision 2030 had identified gaps in local risk reduction efforts, including the need to promote community capacity resilience, conduct

disaster mapping and risk analysis and ensure coordination at the local parish level. UNDP is partnering with the GoJ to address these gaps.

Water Harvesting and Community Adaptation Initiative



Earth pond water used for irrigation purposes in Clarendon

UNDP partnered with the GEF Small Grants programme to support an initiative in water harvesting aimed at reducing vulnerability in the community of Pleasant Valley in Clarendon, populated by 1,500 residents. Australian Aid provided



Conducting a monitoring trip on a motorized canoe



additional assistance. The area is recognized as a climate hot spot since several climate change events have impacted the area's soil quality, water availability and water quality, damaging agricultural products and plunging families into poverty.

The pilot demo project in 2013 focused on water security and agro-forestry with the following results: a community water catchment was rehabilitated after being out of use for 40 years and given capacity generation of 100,000 litres; an earth pond system was constructed; a sustainable water harvesting system was developed, and community awareness sessions were delivered. The first solar-powered community tank was also installed as a cost reduction model for providing greater access to water. This demo project has helped to improve the adaptive capacity of the Pleasant Valley residents and has contributed to rain-water harvesting being endorsed as the most viable water security strategy in Jamaica. It serves as a model of community-based adaptation to natural hazards.

SGP Conservation Initiative in Oracabessa Fish Sanctuary

Jamaica is considered one of the most over-fished countries in the Caribbean, resulting in biodiversity degradation and constant losses to the country's marine ecosystems. The declining fish catch has negatively impacted the fishing and tourism industry and threatened the livelihoods of many fisher folk across the island. In fact, St Mary, the small fishing village in Oracabessa Bay, has been facing this challenge for almost thirty years. Fishermen had resorted to reef-grazing fish, with devastating consequences on the area's marine habitat. With funding from the GEF Small Grants Programme, the UNDP has supported a two-phased project aimed at

preserving the area's marine ecosystem and increasing the biodiversity and species population, including the turtles and coral assets.

The SGP-UNDP support dates back to 2011, with the development of a 97-hectare fish sanctuary, established in collaboration with the St Mary's Fisherman's Cooperative and the Oracabessa Foundation. The project continued into 2013 with results in four main areas:

- i) increased number of sea turtles and healthy coral,
- ii) improved surveillance and monitoring of fish, turtle, and coral populations within the sanctuary,
- iii) strengthened community capacity to manage its marine resources and
- iv) improved livelihoods through increased local benefits from marine resources.

Prior to the implementation of the project, NEPA had classified 91% of Oracabessa Bay's reef as "degraded". In response, the project trained fishermen as coral gardeners who then planted 2,000 pieces of coral in three coral gardens in the area. By 2013, results indicated a coral cover increase of 153%, a fish density increase of 272%, a fish size increase of 16%, fish biomass increase of 564% and a 43% reduction in algae since 2011. The turtle population also recovered, after 13,000 square meters of beach had been rehabilitated. The collection and recycling of debris was designed as an income generating activity with community members taking on the responsibility to keep the beach areas safe and secure for the turtles. The nutrient-rich debris later became potting compost and soil for local markets. The community is now equipped to replicate their successful experience and offer reef reforestation services to other fish sanctuaries.



East Kingston residents look at impact of Hurricane Sandy

Hurricane Sandy Recovery Project

Over the years, hurricanes such as Charlie in 1951, Flora in 1963, Gilbert in 1988, Ivan in 2004, Emily and Charley in 2005 and Dean in 2007 have wreaked havoc on Jamaica’s infrastructure and resulted in tragic loss of lives and livelihoods. Hurricane Sandy made landfall in Jamaica in October 2012 and impacted an estimated 16,000 rural families living in coastal communities, in the eastern parishes of St Mary, Portland and St Thomas. These communities experienced landslides, flooding and the destruction of crops. More than 70% of the entire island lost electricity, and several houses, schools and health facilities were lost or damaged in the affected communities, forcing more than 1,000 victims into shelters. Damage estimated at US\$ 100 million added significantly to the country’s already heavy indebtedness.

In early 2013, UNDP collaborated with the Office for

Disaster Preparedness and Emergency Management (ODPEM), to launch the Hurricane Sandy Recovery Project. The project resulted in a needs assessments of the damage, preparation of a recovery framework, establishment of a Secretariat to collect and house all disaster related information and the implementation of a GIS Tracking system to pinpoint high risk areas. UNDP supported the delivery of stakeholder workshops in the affected communities, emphasizing gender sensitivity and the restoration of livelihoods.

In addition, at the request of the Ministry of Health, UNDP worked jointly with the local UN Office for the Coordination of Humanitarian Affairs to supply fogging machines and chemicals as part of the post Hurricane Sandy/ Dengue Outbreak and Prevention Control Programme. This helped to thwart the threat of a major dengue epidemic on the island.

Climate Change Learning Conference Initiative

Jamaican businesses face high and rising costs of energy and are in need of more energy-efficient solutions. Also, the private sector has to confront the economic and humanitarian challenges brought on by recurring disasters to the natural and built environments. Nevertheless, it would appear that most local business people are still unaware of the implications of the local climate change policy for the private sector and the range of potential business opportunities in any sustainable development agenda. In response to this, UNDP and the Ministry of Water, Land, Environment and Climate Change successfully hosted a learning conference for private sector leaders in 2014, under the theme, “The Business Case for Climate Change”.



Participants at the 2014 Climate Change Conference



Keynote speaker Hunter Lovins (r) jokes with Minister Pickersgill (l) and UNDP DRR, Dr. Laurence Chounoune (c)

The conference aimed at sharing knowledge on climate change issues, including the impact on local businesses and the potential benefits for new and existing entrepreneurs to pursue climate change mitigation and adaptation opportunities. Government representatives engaged participants in dialogues on the business perspective of the national climate change policy and the action plan framework. The Development Bank of Jamaica and the Inter-American Development Bank made presentations on possible financing and investment options. Model public private partnerships, which simultaneously reduced carbon emissions and boosted their “bottom line,” were analyzed and discussed within the local and regional context, giving participants a clearer perspective on the role of the private sector in Jamaica’s climate and disaster resilience efforts.

Seismic Road Map, Risk & Safety Forum Initiative

Due to the vulnerability of the island to earthquakes,



Roadmap handover to Minister Arscott (l) of Local Government and Community Development

Jamaica is undertaking initiatives to strengthen its national preparedness for a seismic event of any magnitude. Scientific evidence confirms that the

country will experience an earthquake of a similar magnitude to the Haitian event of 2010, with potentially disastrous economic and humanitarian consequences. Several buildings in 2013 were found to be ill-equipped to handle major earthquakes as they did not conform to the necessary building code specifications. This was confirmed by an internationally recognized seismologist, commissioned by UNDP, to undertake an exploratory mission on Jamaica’s readiness for a seismic event.

The above findings subsequently led to the organization of UNDP and ODPEM jointly hosting a Seismic Risk Reduction Forum in early 2014, with participation from the Ministry of Local Government & Community Development. South-South and Triangular Cooperation was in full display as added support came from the Ambassadors of Chile, Japan and Mexico and the governments of Haiti and Dominican Republic, who all agreed to have their country representatives share experiences, expertise and good practices with Jamaica, so as to improve local seismic safety, reduce the country’s vulnerability and build resilience.

The forum provided the framework for a “national roadmap to seismic safety,” which would look at the approval of the building act, relevant south-south partnerships and sensitizing of various government and non-government entities. The roadmap would further define the necessary activities, roles, responsibilities and resources for enhanced seismic risk preparedness in Jamaica.

After further multi-sectoral consultations and contributions from the UN Country Team (UNCT), UNDP and ODPEM formally handed over the road map to the Government of Jamaica in mid-2014, outlining the short, medium and long term priorities for building greater seismic resilience. This road map is expected to facilitate mobilization of resources to address seismic preparedness. Priorities included improving and updating earthquake response plans, enforcing the building code, creating a national steering committee to guide the implementation process



Visiting an early warning point along the Rio Cobre River , St. Catherine

Mini Feature: Risk Reduction Management Centres Project

Cuba and Jamaica are geographically close Caribbean neighbours who share similar levels of exposure and vulnerability to climate change impact and the associated socio-economic risks. Each year, the two countries experience a hurricane season that lasts six months, often resulting in loss of lives and the need for major disaster risk reduction interventions. In 2014, damage from Jamaican disasters was documented at an average annual loss of 2.7% of the country's Gross Domestic Product (GDP).

The successful Cuban Model of Risk Reduction Management Centres (RRMC) has been described by the Caribbean Risk Management Initiative (CRMI) as providing Caribbean countries with a solution which could result in greater protection of human lives and national assets by providing the “possibility of mitigating disaster impacts through an informed, coordinated, multi-disciplinary and decentralized approach which focuses on identifying hazards and acting pre-emptively to reduce risks”.

In 2013, UNDP signed an Agreement of Technical

Assistance with the UNDP Regional Service Centre in Panama, for replication of the Cuban model in Jamaica, with implementing responsibilities given to ODPEM and the St. Catherine Parish Council. The parish had leadership buy-in, but was challenged by its low capacity for resilience to disasters such as flooding, storm surge, hurricanes, earthquakes and landslides. The project intended to “Make St Catherine Resilient” and develop its capacity, by establishing disaster risk reduction centres which would map hazards and be part of

the national early warning system at the local government and community level. The data collection from the project would further inform effective community adaptation to climate change.

By mid-2014, the St Catherine Parish Council was equipped with GIS tracking software, and Cuban experts had visited the site to share their knowledge and expertise with the community. The neighbouring towns of Linstead and Old Harbour Bay had volunteers trained, as the towns received early warning points with evacuation equipment. Other results included the establishment of the parish- based Disaster Risk Information Platform (DRIP) on a site hosted by the National Spatial Data Management Division and the completion of the Rapid Visual Screening report for Linstead. The screening is a core component of the Seismic Assessment for the area: 329 buildings, were screened and 20% of the buildings found unable to withstand an earthquake of magnitude 7.5 or more. Sensitization workshops and hazard assessments also took place, and 1,680 assets were mapped in the town of Old Harbour. The lessons from this South-South/ SIDS-SIDS initiative promise to significantly mitigate the effects of disasters on community livelihoods in the parish of St Catherine.



Community member doing pond draining in Jeffrey Town, St Mary

Main Feature: SGP Jeffrey Town Integrated Environmental Management Project

For several years, the 3000 residents of Jeffrey Town, in the rural parish of St Mary, have been confronting the challenges of land degradation, natural disasters, and irregular water supply. The parish of St. Mary has the highest number of recorded landslides in Jamaica, severely reducing the income earning capacity of this predominant farming community. The situation is compounded by high energy costs from an expensive and unreliable electricity grid, high rates of poverty and a 40% youth unemployment rate.

This socio-economic and environmental reality motivated a pioneering group of community volunteers, led by members of the Jeffrey Town Farmers' Association (JTFA), to find more locally sustainable development solutions. With support from a partnership between UNDP and the GEF Small Grants Programme, JTFA and the community resolved to reduce the environmental hazard-risks, increase the community's resilience, reduce deforestation and promote the use of renewable energy. The results have been exceptionally encouraging, with the community being awarded several environmental prizes, including the prestigious international 2014 Equator Prize, which recognizes outstanding contribution to environmental conservation, poverty reduction and climate action.

This is a first for the English-speaking Caribbean and a global success story in best practices in community-based environmental conservation and sustainable livelihoods. UNDP Administrator Helen Clark had congratulatory words for Jamaica and the Jeffrey Town representatives who attended the Equator Initiative celebration ceremony in New York in September 2014.

"Tonight we honor the people out there on the frontlines of local action the people who think global and act local, so often working below the radar and against significant odds. By honoring them tonight we honor everything they stand for and every community working to do something about climate change and ecosystem protection around the world."

The Equator Initiative shared some of the Jeffrey Town achievements with the global audience:

- ✦ 6 gabion walls have been built for land security and 10 check dams to slow the flow of rain runoff down hillsides, and extensive terracing with pineapple trees, to hold the topsoil and produce an alternative source of income.
- ✦ The planting of more than 30 acres of fruit trees to improve land stability and food security and more than 1,000 trees (variety: Pride of Barbados) planted uniformly on two miles of roadside.



Solar panels being installed at the Jeffrey Town Community Centre



Jeffrey Town's Ivy Gordon collects global 2014 Equator Prize from UNDP Administrator Helen Clarke.

- ✦ Solar street lights set up in 4 locations to improve security at night and promote alternative energy.
- ✦ A revolving group of youth being exposed to radio production and multimedia.
- ✦ Water harvesting activities, providing local access to treated water at two key locations in the community, thereby supplementing the unreliable national supplier and providing local farmers with a source of irrigation water
- ✦ Policy achievements include insurance coverage for previously uninsured farmers to cover variability in rainfall; contributions to the 2030 National Development Vision; facilitating multi-stakeholder consultations on community tourism; and contributing to the 2013 Green Paper on the Climate Change Policy Framework.

Inside UNDP Jamaica

Volunteering and Youth Engagement

UNDP and Jamaicans successfully celebrated International Volunteer Day in 2014, under the theme “Make change happen, volunteer”, after previously celebrating the 2013 theme “Young. Global. Active!” The involvement of young Jamaicans in the celebrations was particularly significant since the Jamaican youth cohort, between the ages of 15 – 24, is estimated at 19% of the total population and is therefore considered part of the country’s labour force.

The presence of an internal UN Volunteer at UNDP led to greater outreach and coordination of contributions from different stakeholder. The 2013 celebrations were held at the Rio Cobre Juvenile Correctional Centre while the 2014 beneficiary was the Holy Family Primary School, which is located in a vulnerable area of downtown Kingston.

In 2014, UNDP and UN agency volunteers partnered with the NGO, Plant Jamaica, and American International School in Kingston, to actively promote volunteerism with youth as the focus. Benefits to the school from the volunteer activities included a model home garden with drip irrigation system, the painting of surrounding walls with inspiring murals, landscaping with ornamental plants, planting of vegetables, demonstrations and presentations on environmental awareness issues, such as garbage re-cycling.

The Minister of Education, Reverend Ronald G. Thwaites, expressed appreciation and endorsed the school beautification activities on the day of the celebrations. Young minds were also inspired to learn sustainable life skills, enrich their personal lives and contribute to their school community.

Our Financials

For the years 2013 and 2014, the Jamaica Country Office Programme Unit delivered a total of US\$2,402,821 and \$1,947,257, and saw a delivery rate of 70% in each year. Although the CO maintained a consistent delivery rate over both years, there was a decline in total resources delivered from 2013 to 2014. This was largely a result of the fiscal constraints faced by the implementing partners, unable to deliver more than the ceiling imposed on them by the Ministry of Finance. Furthermore, with the completion of three projects, the CO had to invest time and efforts in the development of new projects for the program pipeline.

In addition, delivery constraints were experienced with some major projects. The CO took steps to work closer with partners to improve program delivery, which should lead to increased delivery in 2015.

Programme Delivery Snapshot

Year	Resources	Budget	Utilization	Delivery Rate
2013	4,230,701	3,431,208	2,402,821	70%
2014	3,857,140	2,764,306	1,947,257	70%



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Cover images-	Dre & KJ and Root Reggae Band member-Linden Holness Jamaica's national hummingbird lives only in Jamaica- Linden Holness Jeffrey Town residents rebuilding retaining wall - Hyacinth Douglas Fishermen and NEPA representative- Linden Holness	Page 24-	Conducting a monitoring trip on a motorized canoe – Hyacinth Douglas
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