



Country Programme Action Plan

Between

The Government of Jamaica

and

UNDP

2012 to 2016

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The Framework

The Government of Jamaica and the UNDP Country Office are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Jamaica and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2007 to 2011),

Entering into a new into a new period of cooperation (2012 to 2016)

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship

1. 1.1 WHEREAS 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 govern UNDP’s assistance to the country, Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 26 January 1976. Based on [Article I, paragraph 2 of the SBAA] [paragraph 1 of the Standard Annex: Supplemental Provisions to the Project Documents: The Legal Context (“Supplemental Provisions”), attached to and forming part of this CPAP], UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision CPAP together with any AWP (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as

referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWPAs.

Part II. Situation Analysis

In 2010 Jamaica was reclassified as an upper middle income country. According to the 2009 Jamaica Millennium Development Goals (MDGs) Report, the country has achieved the MDG goal of universal primary education and, is on track for ensuring environmental sustainability and eradicating extreme hunger. The population living in poverty decreased from 28.4% in 1990 to 9.9% in 2007; but increased to 17.6% in 2010 as indicated by the PIOJ in their May 2011 press briefing. The distribution of poverty is unequal, with 20.4% of children reported as living below the poverty line and 22.5% of the poor living in rural areas in 2009. Female-headed households represent 45.5% of all households, are larger and continue to consume at lower levels per capita than male-headed households. However, the JSLC 2009 speaks to an overall improvement in the standard of living in female-headed households relative to male-headed, particularly at consumption levels above the J\$1 million per annum mark. (Jamaica is currently highly indebted, and has been receiving International Monetary Fund (IMF) support since February 2010. In light of the deferral of the scheduled tests under the IMF programme for three (3) quarters, discussions have been taking place up to the end of 2011 to determine whether the programme will continue for another cycle. Stimulating economic growth, in particular employment generation is critical. As the Common Country Assessment (CCA) highlights, high rates of crime, a crisis of public confidence and the civil unrest and state of emergency of 2010, have emphasized the need for governance reforms and an improved framework for addressing key developmental challenges.

2.2 Poverty reduction and achievement of MDGs: Despite the introduction of a limited centralized database for select development statistics - JAMSTATS, based on the UN's DevInfo software, there is still a gap in capacity at the national and sub-national levels in data management and standardization. This affects the monitoring of progress of some of the MDGs and constrains effective and informed policy making, law making and implementation to achieve gender equality including the consistent and continuous collection of gender disaggregated data. In 2010 the unemployment rate increased to 12.4% with youth unemployment at 30.86%. The employed labour force declined by 2.7%, with males continuing to represent the majority at 56.9%. The continuous higher unemployment in the rural areas and among the youth population in particular has contributed to the influx of population into urban cities. The continuous population push to urban cities, together with the inadequate urban infrastructure and lack of employment opportunities, contributing to the decreased quality of lives and increased social and economic inequalities in urban cities. This also negatively impacted on the state of citizen security in inner city communities with an increased trend of violent crimes and sexual violence. The trend of inequality has not been effectively attended due to the limited national capacity in fiscal management. Debt management continues to be a critical challenge. Jamaica has one of the largest debts to GDP ratio in the world (debt servicing comprised more than 56% of the 2009-2010 budget). Government successfully implemented a debt exchange programme in 2010, but the continuing limits on fiscal space affect all public services thereby impacting the poor and those most reliant on these services.

2.3 Democratic governance and citizen security: Faced by a spiralling murder rate which peaked at 1680 in 2009 the government has focused its efforts on law enforcement reform. A critical step has been taken by the government to prepare a small arms policy, however, an integrated approach is necessary to tackle the outstanding level of violent crimes in the country. Gender is the strongest predictor of criminal behaviour and criminal victimization. While the males aged 20-24 have the highest victimization rates, accounting for 70% of all hospital admissions for violence-related injuries, they are also disproportionately its perpetrators. It is estimated that over 70% of homicides are committed by young men ages 16-30. The levels of violence against women are high. Officially reported rates of rape show an increase by 6% in 2011 (from 704 cases in 2010 to 748 in 2011). However crisis centres and health facilities estimate that between 60% to 80% of their clients did not report the incidents to the police because of embarrassment, fear or distrust of the police. A strategic review of the Jamaica Constabulary Force (2007) indicated a series of issues undermining the effectiveness and accountability of the law enforcement system. Corruption and the general lack of regard for human rights were among the issues. Continuing high numbers of reported extra judicial killings of civilians and the low prosecution rate demonstrate the need to prioritize the protection of citizens' rights. The 2010 Report by the Special Rapporteur on Torture reported on the inhuman conditions of detention for adults on remand and in detentions, particularly affecting the vulnerable populations of children and the disabled. The Universal Periodic Review of Jamaica by the UN Human Rights Council in 2010 recommends that Jamaica should establish an oversight institution for the protection and promotion of human rights. The government has initiated a series of citizen security strategies and programmes to address human security of volatile and vulnerable communities in particular, including the Community Renewal Programme (CRP) and Crime Prevention and Community Safety Strategy (CPCSS). However, there remains a need for strong coordination and coherence across ministries and agencies to address underlying causes of weak citizen security: social and economic inequality; weak state capacity in public services and protection; gender-based violence; and the delay or absence of access to justice for vulnerable groups, in particular women and children, as many of the aforementioned risk factors contribute to breakdowns in social cohesion. While justice reform initiatives are underway, there are still significant delays in resolution of contentious matters due to a backlog at all levels of the justice system, and limited use of alternative dispute resolution. Corruption continues to be a significant problem, with low levels of public trust and a crisis of confidence in some state institutions. There is recognition of the need for governance reform de-linking crime and politics at the national, local and community level with increased participation by civil society in policy making. A major public sector transformation and local governance reform are scheduled to improve efficiency and effectiveness of public services. International migration poses both opportunities and challenges to Jamaica's development. Migration impacts not only the labour market and remittances, but also the family and wider community life. There are strong diaspora networks, which can provide opportunities to social and economic development of the country. The government is in the process of developing a comprehensive policy on international migration to mainstream migration into the national development agenda. Special attention is needed to ensure protection of human rights of deported Jamaicans, who experience serious difficulties with reintegration because of stigma, as well as the international and internal trafficking in persons, the majority of whom are women trafficked for sex work in tourist destinations and children engaged in forced labour.

2.4 Environmental sustainability, energy efficiency and security, and disaster risk reduction: Unsustainable land management practices and the reduction of ecosystem functions as a result continue to affect Jamaica's environmental sustainability. An integrated, cross-sectoral and gender sensitive approach to sustainable land management including management of parks and protected areas, integrated watershed and coastal area management, and strengthening of the development approvals process, supported by policy reform, is required to ensure environmental sustainability. The integration of climate change adaptation mechanisms is essential, as disaster risks from climate related events have been significant over the last decade, affecting the lives of the poor and vulnerable population who depend on natural resources for their livelihoods. Local capacity in disaster risk reduction continues to require improvement. The average annual cost to Jamaica from disasters resulting from meteorological events has been estimated at J\$ 14 billion, between 1998 and 2008. This represents approximately 2% of GDP, resulting in a heavy fiscal burden, increased indebtedness, and redirection of resources from social sector and investment in economic growth. There is also a strong need to ensure policy coherence across institutions and ministries to achieve the targets outlined in the National Energy Policy, including a reduction in the use of fossil fuels with a greater inclusion of renewables in the energy mix. Currently 90% of Jamaica's energy supply is from petroleum with only 5% from renewables. The projections to 2030 see the contribution from petroleum at 30% with the contribution for renewables up to 20%.

Part III. Past Cooperation and Lessons Learned

3.1 The three themes of the previous CPD (2007-2011) were HIV/AIDS; Environment and Poverty; and Justice, Peace and Security. Significant achievements were made in policy-level interventions and in leveraging limited resources to great effect. As such UNDP's smaller but highly strategic interventions unlocked large amounts of funding and technical support. The ADR conducted in 2010 described the CO programme as 'flexible, facilitating, cooperative, supportive, efficient and in-tune with Government needs. The funding flexibility at critical junctures was highly valued by both state and non-state partners'. Such flexibility made it possible to support the development of the Jamaica Debt Exchange programme, regarded as a successful model in a middle income country resulting in the equivalent of 3.5 % of GDP (USD 527.5 million) being released as interest saving in 2010 and 2011. Credible action on reducing Jamaica's short term debt servicing costs was a requirement for the signing of the IMF Standby Agreement (SBA). The JDX's success facilitated access to the much needed IMF support as well as to other low-cost funding from the several development partners. While they have helped to ease some of the immediate pressure on the Governments fiscal position, portents for the future are still worrying, and more work needs to be done. Conditionalities set by the IMF and other donors that will have significant impact on the macro-economy, have not yet been fully implemented and their impact on the population has not yet been assessed or planned for. Building on the past success the CO will continue to leverage its identified ability to be flexible and responsive to urgent initiatives as recommended in the ADR.

3.2 The programme's open approach to partnership also improved collaboration with a broad plethora of civil society entities and allowed better use of the pool of national talent. The office facilitated knowledge sharing amongst state, civil society and donor agencies through an on-line Community of Practice (CoP) focusing on security and justice. The ADR recommends that the CO build on this platform by supporting information sharing on best practices for good

governance and to further develop internal communication to promote and improve coordination and collaboration.

3.3 The programme made important contributions to strengthening the capacity of security and justice institutions at national level, and to a limited extent, governance institutions at the local level. Programmes supported institutional and policy reform, and public awareness relating to restorative justice and crime prevention. A significant step was the establishment of a protocol by the Legal Medical Unit of the Ministry of National Security for post mortems of civilians killed by members of the security forces. The support was particularly effective in leveraging UNDP's recognized impartiality and transparency in dealing with human rights protection. Following on from this success and the ADR recommendations the Governance programme will focus on the promotion of human rights and justice reform.

3.4 UNDP helped to identify critical issues to facilitate Climate Change adaptation, and encourage dialogue amongst national stakeholders through a series of high-level multi-sectoral roundtable sessions. Issues relating to a number of ministries, including health, disaster risk management, education, agriculture and tourism were raised, including different impacts affecting men and women due to the climate change. The Second National Communication (SNC) for presentation to the Conference of the Parties of the United Nation Framework Convention on Climate Change (UNFCCC) was completed, supported by inclusive public participations provided in the roundtable sessions. Completion of the SNC was particularly significant for Jamaica in meeting its obligations under this international convention. The SNC also highlighted five sectors vulnerable to climate change, which presents a sound base on which to build climate change adaptation interventions. One of the biggest regional programmes, 'Integrated Watershed and Coastal Area Management' (IWCAM) provided an opportunity for Jamaica to build on best practices in integrated watershed and coastal area management, by involving community members in planning and implementation. Efforts towards an integrated sustainable land management policy have been fruitful and will provide a platform for further interventions in the new programme cycle. UNDP played a critical role in the formulation of the National Energy Action Plan, and supported extensive cross-sectoral stakeholder participation in the development of five energy sub-policies. UNDP has continued to support capacity development in the public sector particularly through training for public sector officers in energy conservation and efficiency, and through training for the public sector, private sector and civil society on the economic valuation of natural resources. These training programmes are aimed at ensuring greater stewardship of natural resources, reducing public sector energy expenditure. In line with recommendations made in the ADR, UNDP will aim to further mainstream its work on disaster preparedness and work with partner agencies on developing a disaster preparedness portfolio.

3.5 Capacity deficiency: A common issue affecting all the state institutions charged with providing services at the national and sub-national levels is limited capacity. However this manifests in various ways. Often entities have been assigned extensive portfolios, with insufficient technical and administrative capacity to fulfil those mandates, including gender sensitive budgeting and planning. In other instances, where technical capacity exists, it is difficult to retain because of the non-competitive remuneration packages. Jamaica also is seeking ways of addressing a brain drain problem, which has particular impact in the health and education sectors. The Jamaican government while approving a public sector rationalization programme, which is seeking to address public sector efficiency and effectiveness, has not developed necessary counterpart instruments such as a Workforce Development Programme to ensure full capacity for all the

services which it agrees to retain under the reformed public sector. The programme cycle from 2012 -2016 will see UNDP's on-going support to capacity development. This will include conscious efforts in training the Implementing Partners (IPs), effective use of the HACT and Capacity Assessments for identification of capacity deficiencies and development of a capacity development strategy based on the results during the project formulation phase.

Part IV. Proposed Programme

4.1 The CO agreed to ensure alignment between the CPAP and Jamaica's national priorities by utilizing, as much as possible, the Thematic Working Groups (TWGs) established under the National Development Plan, Vision 2030, which was launched in late 2009. The Vision 2030 makes a national commitment to the empowerment of women and men and ultimately creating a society that values gender balance, equality and equity. The Planning Institute of Jamaica (PIOJ) is the Secretariat for Vision 2030 and each of the TWGs. The roadmap for the development of the CPAP including the consultations with all relevant TWGs¹ on the proposed CPAP leading up to final multi-sectoral stakeholder consultation in late 2011 was agreed upon between UNDP and PIOJ in June 2011. In addition, the proposed CPAP outputs were discussed with smaller sectoral groups² and in bilateral discussions with relevant stakeholders, in particular proposed implementing agencies and funders between September and December 2011. The final national consultation was attended by key national and international stakeholders on 13 December 2011.

4.2 Each of the TWGs is chaired by Permanent Secretaries from relevant ministries or the Directors of relevant agencies. However the composition of the groups is multi-stakeholder in nature, including representatives of ministries, departments and agencies (MDAs), civil society, the private sector, international development partners and academia. The TWG's have oversight of the broader goals of Vision 2030 through the Sector Plans, which are themselves informed by the three-year Medium-Term Socio-Economic Framework (MTF). The CO will continue to participate in the relevant TWGs and, wherever possible utilize the indicators generated for measurement of achievement of national priorities, particularly in the 2012-15 MTF, as the primary indicators for the outputs planned for 2012-16.

4.3 The Country Programme 2012-2016, aims to help Jamaica realize the MDGs and the National Development Plan - Vision 2030, as articulated in the Medium Term Framework (MTF) 2012-15. Taking full consideration of the UNDP MDGs Breakthrough Strategy, the programme will invest in the multiplier effect in a few critical areas such as enhanced governance. UNDP will take an integrated approach to ensure inclusive development, with special attention to the vulnerable population, who depend on the government's social protection mechanism and socio economic equity and justice. The Country Programme will promote the coordination, efficiency and effectiveness of development assistance and have the following focuses: a) Poverty Reduction and Achievement of MDGs; b) Democratic Governance; and c) Environmental

¹ Participating TWGs include: Environment and Natural Resources Management; Energy and Minerals Development; Hazard Risk Reduction and Adaptation to Climate Change; Security and Justice

² Participating sectoral groups include: Pilot Programme for Climate Resilience (PPCR) IDB/WB Second Joint Mission; National Working Group on International Migration;

Sustainability and Energy Security. Particular attention has been paid to crosscutting concerns, including gender, capacity development, and the Human Rights Based Approach.

4.4 Poverty Reduction and Achievement of MDGs: The Country Programme will concentrate on scaling up policy advice for equitable growth and achievement of MDGs, assisting the government in data management and use of data, which is gender and age disaggregated, for effective policy making. UNDP will support rural local capacity development in generating employment with a particular focus on male youths in line with recommendations made in the ADR.

Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth. The Country Programme will support strengthening state capacity in fiscal management policy making; the creation of a national statistical system to inform policy; and monitoring and communication on progress towards MDGs and Vision 2030. The programme will assist the review of previous Medium-Term Socio-Economic Framework (MTF) and preparation of the next MTF 2012-2015.

B) Institutional capacity at the local level improved to generate growth and employment in rural areas, UNDP will strengthen capacities of rural local governments in addressing rural youth unemployment and sustainable economic growth. The programme will be strategic in looking at the entire supply chains of life and skills development, production, processing and market access to address the issue of rural youth unemployment.

4.5 Democratic Governance: The Country Programme will focus on improving democratic governance by strengthening national and local capacity with emphasis on increased community safety and access to justice with due consideration for human rights of vulnerable people, who do not have personal resources economically and socially.

A) National capacity strengthened to ensure citizens' security and human rights. The Country Programme will support capacity development of key national human rights institutions, and support the establishment of a national oversight mechanism. The mechanism will contribute to facilitation of gender equality and monitoring of Jamaica's CEDAW implementation.

B) National and local government capacity developed towards ensuring equitable services with emphasis on citizen security and community safety. Technical assistance will be provided towards supporting citizens' participation in local development planning and implementation, with a particular emphasis on gender, as well as taking advantage of any possible synergies with national initiatives such as public sector transformation reform and local governance reform. The Country Programme will support the national initiatives in mainstreaming migration into development policies. Support will include improved development and implementation of policies on prevention and protection against trafficking in persons (TIP). The Country Programme will also support a participatory governance assessment by youth to aid policy-making and implementation.

C) Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups, who do not have personal resources such as sufficient incomes or social networks. This will be achieved through capacity development of justice sector entities towards

improved justice systems and technical assistance by promoting alternative dispute resolution mechanisms. UNDP will also assist with the establishment and capacity development of the Justice Reform Implementation Unit (JRIU) of the Ministry of Justice to ensure sustainability of the justice reform initiatives.

4.6 Environmental Management and Energy Efficiency and Security: The Country Programme will concentrate on creating an enabling environment for better management of natural resources, disaster risk reduction and climate change adaptation, as well as improving energy efficiency and security to reduce the human development impact on the most vulnerable in society. UNDP will ensure women and men benefit equally in reducing vulnerability to climate risks and human development.

A) Policy and institutional framework strengthened for sustainable management of natural resources, including protected areas, climate change adaptation and mitigation, a platform for sustainable land management practices and building resilience for the reduction of vulnerability to natural disasters, by working with key state and non-state partners towards integrated solutions. UNDP will assist the capacity development of key institutions to manage national protected areas and parks, and to implement sustainable land management practices. The programme will take an integrated approach by linking employment and other socio-economic factors with the issues of environmental sustainability, through piloting sustainable land management practices at the community level, facilitating business opportunities in protected areas and supporting the conservation of Jamaica's rich biodiversity. Women's participation in land use and ownership will be addressed in implementation of the sustainable land management project. The Community of Practice (CoP) for disaster risk reduction and climate change will be used as an innovative way to connect academic groups, practitioners and policy makers towards improved knowledge management and information sharing in the reduction of disasters and more efficient and effective policy implementation. Toward climate change adaptation and mitigation support will be given to providing a neutral and un-biased platform for cross-sectoral dialogue on climate change issues and implementing the phasing out of ozone depleting substance.

B) Energy conservation and efficiency increased and synergies between energy policies and other human development considerations such as fiscal and climate change policies ensured. UNDP will also seek to create opportunities for continued development of Jamaica's renewable energy options and will support the government in its implementation of the renewable energy sub-policy, including a feasibility study for the application of small-scale domestic wind energy, building upon the success achieved through the Global Environmental Facility (GEF) Small Grants Programme (SGP).

4.7 The country office will initiate the application of Fast Tracking policies and procedures to ensure efficient and effective programme delivery in the case of emergency support needs, including the occasions of natural disasters.

Part V. Partnership Strategy

UNDP will seek to build on existing partnerships and identify new partnerships in areas of common interest amongst traditional and non-traditional donors. These partnerships will seek to identify areas for joint programming to complement UNDP resources, avoid duplication, maximize developmental outcomes and ensure results that are greater than the sum of their parts. Key partners include international development partners (IDPs), civil society (including Non-Governmental Organisations and Community Based Organizations), UN system, private sector and academic groups. UNDP will also work closely with International Financial Institutions (IFIs). Partnership modalities will include joint programming based on the 'One UN' principle, achievement of synergies, using limited UNDP core resources as seed money. A joint programme on citizen security is developed as a UN joint response to the government's initiatives as seen in Community Renewal Programme (CRP) and Crime Prevention and Community Safety Strategy (CPCS). UNDP will continue to seek South-South partnerships to support UNDP's activities. UNDP will actively seek resource mobilisation opportunities by reaching out non-traditional donors, south-south cooperation partners, UN and UNDP trust funds, as well as foundations. UNDP will work closely with private sector and government to encourage in kind contributions, too. This will strengthen the national ownership of the development processes in the country.

Communications/Advocacy: UNDP works together with its partner to promote the advancement of Human Development for the people of Jamaica. Every effort will be made to ensure public/stakeholder awareness, understanding and involvement in programmes and projects undertaken by the partners and the partners will devise and implement appropriate and effective communications strategies to achieve these ends. UNDP, in meeting its corporate disclosure requirements and in the interest of transparency in the use of funds, will collaborate with all its Partners to ensure mutual agreement on and observance of guidelines for communications and for visibility of all actors involved. Due visibility will be accorded to all partners in all public dissemination related to programmes and projects. Partners will ensure the proper usage of logos and the correct mention of funders' and implementing agencies' participation and support in project documents, letterheads and stationery; in publications, press releases, events, promotional items and in any audio-visual material produced. UNDP will utilise social media as effective communications tool, including the Teamworks and Community of Practice.

Part VI. Programme Management

- 6.1 The programme will be nationally executed under the overall coordination of the Planning Institute of Jamaica (PIOJ). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities. PIOJ will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP assisted AWP. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.
- 6.2 The Implementation of each AWP will be guided by a Project Board. The Project Board will be responsible for making by consensus management decisions when guidance is, including

recommendation for approval and revision of plans. Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. Members of Project Board should be decision makers (Senior Management/Director Level or equivalent) within their respective organisation to promote organisational buy-in and encourage sustainability through increased Government commitment and mainstreaming.

- 6.3 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, Delivering as One (DaO) efforts, joint monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP.
- 6.4 It is also envisioned that the GoJ and other partners will be able to improve their ability to effectively utilize the support provided by using an integrated approach; not only with respect to donors but equally importantly among their own varied organs. All this within the context of international Aid Effectiveness and Cooperation frameworks, including building on the outcomes of the Busan High Level Forum on Aid Effectiveness. UNDP Jamaica will also tap into UNDPs global knowledge networks particularly to access and share innovative ideas through South-South cooperation.
- 6.5 To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives³. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened through joint programmes and geographical convergence.
- 6.6 All Implementing Partners must have completed a HACT Assessment prior to a decision on whether direct payments or cash transfers will be used, and the modality of any transfers. All Cash Transfers to an Implementing Partner should be based on the Annual Work Plans agreed between the Implementing Partner and UNDP. The results of a Capacity Assessment will be used as a basis for a capacity development strategy with necessary provisions and budgets in the project Annual Work Plan. UNDP will make utmost efforts in capacity development of implementing partners towards quality and timely project delivery. This will be achieved through regular monitoring on sites, effective use of project boards, and project

³In some exceptional cases, it may be necessary to prepare a project document outside the CPAP. While the use of project documents outside the CPAP should be avoided, if necessary, such project documents could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will be used as project document ensuring that it reflects the mandatory clauses such as the legal context, management arrangements and for cash transfer.

managers' meetings as mechanism of mutual help/information sharing and knowledge management.

6.7 Cash transfers for activities detailed in AWP's can be made by UNDP using the following modalities:

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

6.8 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months and only upon expenditure of at least 80% of previously advanced. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

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

6.10 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate. *(Where Government wishes, add: The Implementing Partner may participate in the selection of the consultant).*

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

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

Part VII. Monitoring and Evaluation

- 7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and UNDAF monitoring and evaluation plan. A M&E Framework/Plan more specifically focused on monitoring and overseeing the results that are being supported directly by UNDP will be prepared and implemented within the UNDAF/National M&E processes. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity⁴. The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.
- 7.2 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:
1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
 2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
 3. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the PIOJ will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.
- 7.3 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis, including gender disaggregated data and gender markers.
- 7.4 The audits will be commissioned by UNDP and undertaken by private audit services.
- 7.5 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII. Commitments of UNDP

⁴ For more details: [Harmonized Approach to Cash Transfers](#) (HACT)

- 8.1 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.
- 8.2 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in [here insert the number of days as per agency schedule].
- 8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within [here insert the number of days as per agency schedule].
- 8.4 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
- 8.5 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX . Commitments of the Government

- 9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 26 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.
- 9.2 *In case of government cost-sharing through the CPAP,*
- i. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
 - ii. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.

- iii. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
 - iv. All financial accounts and statements shall be expressed in United States dollars.
 - v. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
 - vi. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi]above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
 - vii. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures
 - viii. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
 - ix. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 - x. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.
- 9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
- 9.4 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or

directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

- 9.5 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP only.
- 9.6 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
- 9.7 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
- 9.8 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
 - All financial records which establish the transactional record of the cash transfers provided by UNDP;
 - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
- 9.9 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore
 - Receive and review the audit report issued by the auditors.
 - Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
 - Undertake timely actions to address the accepted audit recommendations.
 - Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis (or as locally agreed).

Part X. Other Provisions

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with the [Article III of the Standard Basic Assistance Agreement (SBAA)] [the Supplemental Provisions], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWP's.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document".

The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.

10.2 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2016.

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

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 30 January 2012 in Kingston, Jamaica.

For the Government of Jamaica

For the United Nations Development Programme
Jamaica

Signature:



Signature:



Name: Dr Gladstone Hutchinson

Name: Dr Arun Kashyap

Title: Director General

Title: Resident Representative

Annex I: Country Programme Action Plan Results and Resources Framework

In developing the annex, UNDP and the Government are encouraged to use the logframe approach, by defining the results chain, the indicators, the means of verification, and the assumptions.

The Results and Resources Framework (RRF) constitutes the core of the CPAP. The CPAP RRF further elaborates the CPD RRF and is linked to the UNDAF results matrix. It spells out the key results that UNDP will be accountable for over the period of the programme cycle.

Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK

UNDAF Outcome #2: Socially excluded and at-risk populations in rural/urban communities have increased access to improved quality health and education services. CPD Outcome 1: Institutional capacity at the local level improved to generate growth and employment in rural areas CPD Outcome 2: Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
<p><i>The incidence of poverty and unemployment reduced among the vulnerable groups of selected communities particularly in rural Jamaica</i></p> <p>Baseline: Limited capacity in rural Parishes to create sustainable income generating opportunities & youth employment.</p> <p>Indicator: # of rural Parishes with increased institutional capacity to build linkages between local economies and national/global markets.</p> <p>Target: Improved capacity in 4 Parishes.</p>	<p>Output 1: Youths empowered through training, support infrastructural development and market support to access and utilize opportunities for employment and income generation</p> <p>Annual Targets (of all target beneficiaries 50% unattached male youths)</p> <p>2012 – 400 youths engaged in income generating or employment activities as a result of the RUYE project</p> <p>2013 – 25% of targeted beneficiaries (of new phase of project: number of target beneficiaries will be determined) completed foundation level training and able to access support infrastructure and market support</p> <p>2014 – 75% of targeted beneficiaries (of new phase of project) completed all training and able to access support infrastructure and market support</p> <p>2015 – 100% of targeted beneficiaries (of new phase of project) completed all training and are engaged in income generating or employment activities as a result of the RUYE project</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2: Gender equality is a significant objective of the output. All efforts will be made to ensure that there is no deliberate or unintended bias towards either gender in the implementation of this project. 	<p>Nationally Implementation</p> <p>Scientific Research Council</p>	Regular Resources					
			10	10	10	10	10	50
			Other Resources					
				250		250		500

UNDAF Outcome #2: Socially excluded and at-risk populations in rural/urban communities have increased access to improved quality health and education services.									
CPD Outcome 1: Institutional capacity at the local level improved to generate growth and employment in rural areas									
CPD Outcome 2: Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth									
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands						
			2012	2013	2014	2015	2016	Total	
<p>Baseline: Limited socio-economic and fiscal policy framework for equitable growth.</p> <p>Indicator: Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth..</p> <p>Target: 2 new policies</p>	<p>Output 2: Macroeconomic and Financial Management Policy Reform supported to promote efficient resource allocation and management</p> <p>Annual Targets</p> <p>2012 – Omnibus Banking and Financial Stability Legislation drafted for tabling in Parliament – Capacity Assessment and Capacity Development Plan for Ministry of Finance MEFM Reform Unit – Capacity Support delivered to Ministry of Finance MEFM Reform Unit</p> <p>2013 – Draft updates of Securities Act and FSC Act prepared for tabling in Parliament 2014 –</p> <p>2015 –</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 0: Outputs that are not expected to contribute noticeably to gender equality. It is not expected that the changes brought about as part of the MEFM reform agenda will affect gender equality directly 	<p>National Implementation</p> <p>Planning Institute of Jamaica</p>	Regular Resources						
			10	10	10	10	10	50	
			Other Resources						
			400		400				800
Baseline: Current policies do not fully infuse	Output 3: Strengthened capacity to collect, analyse	National Implementation	Regular Resources						

UNDAF Outcome #2: Socially excluded and at-risk populations in rural/urban communities have increased access to improved quality health and education services.							
CPD Outcome 1: Institutional capacity at the local level improved to generate growth and employment in rural areas							
CPD Outcome 2: Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth							
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands				
			2012	2013	2014	2015	2016
<p>poverty and vulnerability issues due to a lack of a national statistical system</p> <p>Indicator(s): # of Ministries operating in accordance with the National statistical system in policymaking</p> <p>Targets: Adoption of National Statistical standards in 7 Government t entities (STATIN, PIOJ MoE, MoH, MNS, MoA and MLSS)</p>	and disseminate National Statistics	Statistical Institute of Jamaica	290	210			500
	<p>INDICATORS</p> <p>*Collection of data disaggregated by sex and location mandatory by all public and private agencies in the social, economic and political sectors on a regular and timely basis</p> <p>Annual Targets</p> <p>2012 – Finalise analysis of results form Needs Assessment Exercise and development of Statistical Master Plan</p> <p>2013 – A total of two Ministries and two Department /Agencies fully compliant with requirements of Statistical master plan and National Statistical System</p> <p>2014 – A total of four Ministries and two Department /Agencies fully compliant with requirements of Statistical master plan and National Statistical System</p> <p>2015 – A total of two six ministries and six Department /Agencies fully compliant with requirements of Statistical master plan and National Statistical System</p> <p>2016 -</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 1: Outputs will contribute in some way to gender equality but not significantly. This as the implementation and adoption of a National 		Other Resources				

UNDAF Outcome #2: Socially excluded and at-risk populations in rural/urban communities have increased access to improved quality health and education services.								
CPD Outcome 1: Institutional capacity at the local level improved to generate growth and employment in rural areas								
CPD Outcome 2: Policy, Legislative and Institutional frameworks strengthened to promote financial sustainability and equitable growth								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
	<i>Statistical System and its related standards will allow for more gender disaggregated data being available for use.</i>							
<p>Baseline: Limited capacity to utilise development assistance, measure aid effectiveness and to report national and to report on progress towards achieving national and millennium development goals</p> <p>Indicator: # of Reports and Plans for improving the effectiveness of aid utilisation and reporting on progress towards achieving national and millennium development goals completed</p> <p>Target: 3 Reports and 3 Plans completed</p> <p>3 Reports</p>	<p>Output 4: Strengthened national capacity for effective and coordinated use of development assistance for achieving national and millennium development goals</p> <p>Annual Targets</p> <p>2012 – Review of the Medium Term Socio-Economic Policy Framework 2009-2012 completed – MDG and Aid Effectiveness Diagnostic completed – Capacity Assessment and Capacity Development Plan of the Education Sector completed with gender equality assessed.</p> <p>2013 – MDG (Status) Report completed – Aid Effectiveness Report Completed – Recommended MDG Action Plan (including M&E framework)</p> <p>2014 – Capacity Assessment and Capacity Development Plan Health Sector with gender equality assessed.</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2: Gender equality is a significant objective of the output. This as both the Health and Education Sector have significant gender related attributes and any initiative aimed at building the capacity and improving aid effectiveness in these areas will impact gender equality and equity. 	<p>National Implementation</p> <p>Planning Institute of Jamaica</p>	Regular Resources					
			170	150	80	50	50	500
			Other Resources					

<p>UNDAF outcome #3: 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.</p> <p>CPD Outcome 3: – National capacity strengthened to ensure citizens’ security and human rights</p> <p>CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety</p> <p>CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups</p>								
<p>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</p>	<p>Country programme outputs</p>	<p>Indicative Resources by outcome (per year, US\$) in Thousands</p>						
		2012	2013	2014	2015	2016	Total	
<p><i>UNDP will support: strengthening national capacity to protect human rights; increased national & local institutions capacity for citizen security community safety & equitable services; effective & accessible justice system focusing on rights of the vulnerable.</i></p> <p>Baseline: No existing oversight institution on human rights, resulting in low technical capacity & weak policy framework of state institutions to protect citizen’s rights</p> <p>Indicator: Existence of state institutional framework for oversight of protection of human rights</p> <p>Target: establishment of at least one state institution for oversight of protection of human rights.</p>	<p>Output 1: Improved policy, technical frameworks and technical capacity of state human rights institutions</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • # of Protocols and technical capacity-building including provisions for investigations of gender-based violence, • # of women trained to conduct investigations; • Independant report of civil society to monitor CEDAW Protocol provides gender-disaggregated data & analysis <p>Annual Targets</p> <p>2012 – Establishment and gazetting of national protocol for post mortem examinations of civilians killed by state forces</p> <p>2013 – Establishment of MOU between pathology department of UHWI and MNS for expert training of MNS Legal Medical Unit</p> <p>2013 – Feasibility study on the establishment of a Human Rights Commission</p> <p>2015 – Civil society report to OHCHR for Jamaica’s UPR with gender disaggregated analysis, contributing to monitoring of CEDAW</p>	<p>National Implementation</p> <p>Ministry of National Security</p> <p>Forensic Medicine Department of the University Hospital of the West Indies</p> <p>Ministry of Justice</p>	Regular Resources					
			75	100	50	25	25	275
			Other Resources					
			50	150	150	150	100	600

<p>UNDAF outcome #3: 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.</p> <p>CPD Outcome 3: – National capacity strengthened to ensure citizens' security and human rights</p> <p>CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety</p> <p>CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups</p>								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs		Indicative Resources by outcome (per year, US\$) in Thousands				Total	
			2012	2013	2014	2015		2016
	<p>implementation.</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2: Protocols and technical capacity-building will include provisions for investigations of gender-based violence, and to increase the cadre of women trained to conduct investigations; civil society independent report will provide gender-disaggregated data & analysis 							
<p>Baseline: No unified comprehensive policy on international migration integrated with the national development plan</p> <p>Indicator Existence of National Policy on International Migration</p> <p>Target: National Policy on International Migration formulated and integrated into national development plan</p>	<p>Output 2: Establishment of policies to protect those most vulnerable to the social and economic impacts of international migration</p> <p>INDICATORS</p> <ul style="list-style-type: none"> National Policy and Plan of Action on International Migration includes gender and generation perspective Obligations under the Convention Against Transnational Organised Crime and the Supplementing Protocol to Prevent, Suppress and Punish Trafficking in Persons enforced and monitored Design and introduce module of Trafficking of persons for trainees at Police Training Academy <p>Annual Targets 2012 - Formulation of national policy for support to multi-generational households affected by international migration</p>	<p>National Implementation</p> <p>Planning Institute of Jamaica</p>	Regular Resources					
			10	10	5		25	
			Other Resources					
			150	250	250	250	100	1000

<p>UNDAF outcome #3: 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.</p> <p>CPD Outcome 3: – National capacity strengthened to ensure citizens' security and human rights</p> <p>CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety</p> <p>CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups</p>								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs		Indicative Resources by outcome (per year, US\$) in Thousands				Total	
			2012	2013	2014	2015		2016
	<p>2013 - Formulation of National Policy and Plan of Action on International Migration</p> <p>2013 – Conduct study to update data on trafficking in persons under National Plan of Action to Combat Trafficking</p> <p>2014 – 50% increase in state agencies' identification of trafficking victims</p> <ul style="list-style-type: none"> <i>Gender Marker Rating and Motivation – 2 policies will pay special attention to the vulnerabilities of women and girls</i> 							
<p><i>Baseline: Low technical, funding and management capacity of local authorities to formulate and implement plans to address development priorities</i></p> <p>Indicator: # of local authorities able to formulate and implement local plans.</p> <p>Target: Improved technical, funding and management capacity in 5 local authorities to implement local safety plans.</p>	<p>Output 3: Improved capacity within local authorities, and civil society to implement participatory parish safety and development plans</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Capacity assessment methodologies include gender perspective # of Women's Safety Audits included in development of parish safety mechanism instruments <p>Annual Targets</p> <p>2012 – Completion of capacity assessment of five (5) local authorities</p>	<p>National Implementation</p> <p>Department of Local Government</p>	Regular Resources					
			30	30	30	30	20	140
			Other Resources					
			170	180	100	100	100	650

<p>UNDAF outcome #3: 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.</p> <p>CPD Outcome 3: – National capacity strengthened to ensure citizens' security and human rights</p> <p>CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety</p> <p>CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups</p>								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs		Indicative Resources by outcome (per year, US\$) in Thousands				Total	
			2012	2013	2014	2015		2016
	<p>2013 – Completion of capacity assessment of a cumulative total of ten (10) local authorities</p> <p>2013 – Establishment of civil society capacity for advocacy and monitoring of national programmes</p> <p>2014 – Establishment of parish safety mechanisms for state agencies and civil society in five (5) local authorities</p> <p>2015 – Establishment of parish safety mechanisms for state agencies and civil society in a cumulative total of ten (10) local authorities</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2 Women's Safety Audit will be included in development of parish safety mechanism instruments 							
<p>Baseline: Low technical, funding and management capacity of local authorities to formulate and implement plans to address development priorities</p> <p>Indicator: # of local authorities able to formulate and implement local plans.</p> <p>Target: Improved technical, funding and management capacity in 5 local authorities to</p>	<p>Output 4: Participatory capacities of marginalised , vulnerable youth developed and channel provided for youth experiences and views to influence policy</p> <p>INDICATORS</p> <ul style="list-style-type: none"> # of youth experiences on interaction with public services differentiated by sex and including parity objectives 	<p>National Implementation</p> <p>Department of Local Government</p>	Regular Resources					
			10	50	50	10		120
			Other Resources					
			170	180	100	100	550	

<p>UNDAF outcome #3: 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.</p> <p>CPD Outcome 3: – National capacity strengthened to ensure citizens' security and human rights</p> <p>CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety</p> <p>CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups</p>								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs		Indicative Resources by outcome (per year, US\$) in Thousands				Total	
			2012	2013	2014	2015		2016
implement local safety plans.	<p>Annual Targets:</p> <p>2013: Conduct a rights-based participatory governance assessment of delivery of services to youth</p> <p>2014 – complete sensitisation of marginalised youth on civic rights and responsibilities through peer education</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2: Outputs will focus how experiences on interaction with public services are differentiated by gender 							
<p>Baseline: Over-reliance on court system leading to average 50% backlog of cases.</p> <p>Indicator: % increase in use of ADR mechanisms;</p> <p>Target: at least 15% increase in use of ADR mechanisms.</p>	<p>Output 5: Improved policies and monitoring of court case resolution and increased use of ADR mechanisms</p> <p>INDICATORS</p> <ul style="list-style-type: none"> # of women and men in use of ADR mechanisms <p>Annual Targets</p> <p>2012 – 2% increase in use of ADR mechanisms</p> <p>2013 – Cumulative 5% increase in use of ADR mechanisms</p> <p>2014 – Cumulative 8% increase in use of ADR</p>	<p>National Implementation</p> <p>Ministry of Justice</p>	Regular Resources					
			10	10	10	10		40
			Other Resources					
			550	600	600	500		2,250

UNDAF outcome #3: 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.

CPD Outcome 3: – National capacity strengthened to ensure citizens' security and human rights

CPD Outcome 4: National and local government capacity developed towards ensuring equitable services and citizen security with emphasis on community safety

CPD Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups

Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Indicative Resources by outcome (per year, US\$) in Thousands					
		2012	2013	2014	2015	2016	Total
	<p>mechanisms</p> <p>2015 – Cumulative 12% increase in use of ADR mechanisms</p> <p>2016 – cumulative 15% increase in use of ADR mechanisms</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation – 2: <i>Outputs will focus on improving men and women's access to justice</i> 						

UNDAF # 1: National, local authorities & most vulnerable communities island-wide improve natural resource management & resilience to disasters.								
CPD Outcome 6: Policy & institutional framework strengthened to manage natural resources including parks & protected areas & resilience built for the reduction of vulnerability to natural disasters & impacts from climate change								
CPD Outcome 7: Energy conservation & efficiency increased & synergies between energy policies & human development considerations ensured;								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
<p>Baseline: Zero (0) integrated policy.</p> <p>Indicator: # of integrated policies approved and operational for natural resources management, sustainable land management and disaster risk reduction</p> <p>Target: 3 policies (a) National Protected Areas (master plan implemented) (b) Sustainable Land Management Policy (c) Disaster Risk Reduction Mitigation Plan and prepared</p>	<p>Output 1: Strengthening the Operational and Financial Sustainability of the National Protected Areas System in Jamaica</p> <ul style="list-style-type: none"> Gender Marker Rating and Motivation - Some contribution to gender equality through equal opportunity recruitment <p>INDICATORS</p> <p># of policies, plans and Trust funds consistent to Hyogo Protocol on gender issues</p> <p>Annual Targets (recommended for multi-year outputs)</p> <p>Annual Targets</p> <p>2012 - Recommendations for establishment of Protected Areas Trust Fund; completion of three legal instruments for protected areas and preparation of 4 protected areas business plans</p> <p>2013 - Trust Fund Legislation drafted; preparation of 4 protected areas business plans</p> <p>2014-Capitalization of Trust Fund</p> <p>Cumulative Target 2015</p> <p>- 5 Business Plans implemented</p> <p>2015- Gazetting of New Protected Area</p>	<p>State the implementing modality</p> <p><i>NIM</i></p> <p>Government and/or UN Implementing Partner</p> <p><i>National Environment and Planning Agency</i></p> <p><i>(GEF, TNC, KfW, UNDP, NEPA)</i></p>	Regular Resources					
			40	40	40	40	40	200
			Other Resources					
550	1200	2100	400		4,250			

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CPD Outcome 7: Energy conservation & efficiency increased & synergies between energy policies & human development considerations ensured;

Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands							
			2012	2013	2014	2015	2016	Total		
	<p>Cumulative Target 2016</p> <p>- 32 Protected Areas with legal agreements designating PA management authority</p>									
	<p>Output 2: Increased Capacity for Sustainable Land Management in Jamaica</p> <p>Gender Marker Rating and Motivation - Agriculture is mostly male dominated and this project will present equal opportunities for capacity development and implementation of pilot projects. Women's land use and ownership will be addressed.</p> <p>Annual Targets</p> <p>2012-Finalised Sustainable Land Management Policy submitted for inclusion in National Land Policy; 4 new areas implementing sustainable land management practices. Capacity Development for Agencies and Institutions.</p>	<p>State the implementing modality <i>NIM</i></p> <p>Government and/or UN Implementing Partner <i>Forestry Department</i></p>	Regular Resources							
			Other Resources							
			250							250
	<p>Output 3: Mainstreaming Disaster Risk Reduction and Adaptation to Climate Change</p> <p>INDICATORS</p> <ul style="list-style-type: none"> # of initiatives consistent to Hyogo Protocol on gender issues and linking DRR and adaptation to climate change 	<p>State the implementing modality <i>NIM</i></p> <p>Government and/or UN Implementing Partner <i>ODPEM</i></p>	Regular Resources							
			100	50	50					200
			50 (for COP)							
			Other Resources							

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Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
	<ul style="list-style-type: none"> Gender Marker Rating and Motivation - Some contribution to gender equality through equal opportunity recruitment. Gender disaggregated data will be collected. <p>Annual Targets</p> <p>2012-Establishment of Community of Practice for DRR and ACC; and establishment of one Risk Reduction Management Centre</p>		50 (CRMI II) RRMC's					
	<p>Output 4: Integrating Natural Resource Valuation in Environmental Impact Assessments and the Development Approval Process</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Environmental impact assessment and capacity development initiatives includes gender perspective Gender Marker Rating and Motivation - Some contribution to gender equality through equal opportunity recruitment of project personnel and capacity development opportunities <p>Annual Targets (2012: Guidelines or Implementation Plan for undertaking NRV in EIA; Finalize Sourcebook of Best Practices for NRV in EIA in Jamaica; NRV of selected attributes in Cockpit Country: Sensitization of decision-makers on NRV; Piloting NRV in EIA project;</p>	<p>State the implementing modality (i.e. NIM, UN Agency, NGO, IGO or DIM); And</p> <p>Government and/or UN Implementing Partner</p> <p>NEPA</p>	Regular Resources					
			Other Resources					
			118					118

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CPD Outcome 7: Energy conservation & efficiency increased & synergies between energy policies & human development considerations ensured;										
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands							
			2012	2013	2014	2015	2016	Total		
	<i>Incorporation of NRV in Tertiary curriculum</i>									
	Output 5: Strengthening the Policy Framework and Institutional Arrangements for Climate Change Adaptation and Mitigation INDICATORS <ul style="list-style-type: none"> Policy framework, communications on CC includes gender perspective Gender Marker Rating and Motivation - Some contribution to gender equality through equal opportunity recruitment of project personnel and capacity development opportunities Annual Targets 2012 -Two Roundtable Sessions on Climate Change 2012 – Initiation of Third National Communication to UNFCCC	State the implementing modality <i>(i.e. NIM, UN Agency, NGO, IGO or DIM); And</i> Government and/or UN Implementing Partner <i>National Environment and Planning Agency</i> <i>Meteorological Service</i>	Regular Resources							
			100	50	50			200		
			Other Resources							
			50	200	200	200			650	
Baseline: National Energy Policy, Action Plan and 5 sub-policies prepared Indicator: # of energy policies implemented.	Output 6: Capacity Development for Energy Efficiency and Security in Jamaica to reduce energy consumption INDICATORS	State the implementing modality <i>NIM</i> Government and/or UN	Regular Resources							

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CPD Outcome 6: Policy & institutional framework strengthened to manage natural resources including parks & protected areas & resilience built for the reduction of vulnerability to natural disasters & impacts from climate change								
CPD Outcome 7: Energy conservation & efficiency increased & synergies between energy policies & human development considerations ensured;								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
<p>Target: 1 Energy sub-policy implemented</p>	<ul style="list-style-type: none"> # of women and men participating in training sessions and dialogue Forum Gender Marker Rating and Motivation - Ensure 50% women participation in energy training. <p>Annual Targets</p> <p>2012: One training programme for Energy Efficiency and Security delivered to Public Sector officers; Establishment of Public Private Dialogue Forum; Feasibility Study for small-scale wind mapping</p> <p>2013: One training programme for Energy Efficiency and Security delivered to Public Sector officers</p> <p>2014: Establishment of wind turbines for small-scale development</p>	<p>Implementing Partner</p> <p>Ministry of Energy and Mining</p>	Other Resources					
			100	100	55			255
<p>Baseline: Montreal Protocol consumption limits and phase out of 3.63 ODP tonnes for foam sector; Montreal Protocol consumption limits 273.72 mt (16.3 ODP tonnes).</p> <p>Indicator: Consumption of ODP (tonnes) in Foam Sector</p> <p>Target: Complete ODS phase out and replace with low GWP non ODS alternatives in the foam sector; Freeze</p>	<p>Output 7: Implementation of Phase 1 of the HCFC Phase-out Management Plan (HPMP)</p> <p>INDICATORS</p> <ul style="list-style-type: none"> # number of initiatives and # of women and men participating in the design of policy and institutional framework for recovery and recycling <p>Gender Marker Rating and Motivation</p>	<p>State the implementing modality</p> <p>NIM</p> <p>Government and/or UN Implementing Partner</p> <p>National Environment and Planning Agency</p>	Regular Resources					
			Other Resources					
			213.7	23.7				237.4

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Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) in Thousands					
			2012	2013	2014	2015	2016	Total
<p><i>of ODS consumption by 2013 at maximum allowable consumption of 16.3 ODP tonnes</i></p>	<p>Some contribution to gender equality through equal opportunity recruitment of project personnel and capacity development opportunities</p> <p>Annual Targets</p> <p>2012: Conversion of one HCFC based foam enterprise - Seal Sprayed Solutions Limited</p> <p>2013: Legal, policy and institutional framework for recovery and recycling of HCFCs;</p>							