

**United Nations Development Programme
Planning Institute of Jamaica
Country: Jamaica
Project Brief**

UNDAF Outcome # 3: By 2011 national capacity to ensure equity and equality strengthened, and the population of targeted vulnerable communities enables to reduce poverty, improve their livelihoods and better manage hazards and the environment.

Expected CP Outcome(s): Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and selected communities, particularly in rural Jamaica.

Expected Output(s): Improved range, scope and quality of data and information for social and economic planning; including Public Expenditure Reviews, poverty and vulnerability assessments and strengthened local government capacity to foster participatory local development and support achieving MDGs.

Increased awareness and empowerment of particularly vulnerable groups through improved education, health services and social safety nets.

Implementing Partner: Planning Institute of Jamaica

Narrative

The project will assist the Government by increasing the effectiveness of development planning towards better monitoring and planning for achieving MDGs. The quality of important development data as well as the capacity to analyze and manage such data will be improved. Data will be used to inform policy development and decision making, address millennium development goals and track progress on human development. Existing data collection and maintenance systems and the data themselves, will be examined and strengthened so that the Government will have good quality data for decision making and information from analysis of these data will be used to improve the effectiveness of development planning in the context of Vision 2030 Jamaica - National Development Plan and the Medium Term Socio-Economic Policy Framework. The project will direct technical assistance to ensure full use of the T21 model and the JamStats database.

Programme Period: 2007 to 2011 CPAP Programme Component: _____ Project Title: Support to National Development Planning Goals, MDGs and Human Development Atlas Award ID: 00054928 Start date: Mar 2007 End Date: Dec 2010 PAC Meeting Date	Total resources required 852, 897 Total allocated resources: _____ • Regular <u>554,677</u> • Other: _____ o Donor _____ o Donor _____ o Donor _____ o Government _____ Unfunded budget: <u>258,220</u> In-kind Contributions _____
--	---

Agreed by (Planning Institute of Jamaica) Surbanshu, Director, P.I.O.S, 20/07/09

Agreed by (UNDP): RR ai 16-07-09

1. Situation Analysis

- 1.1 The Millennium Development Goals (MDGs) were established to track progress towards Sustainable Human Development. Although Jamaica made progress in the 1990s fast enough to attain the target value of various indicators in the specified time period; there are still obstacles to overcome. Low educational achievement and gender inequality remain a challenge. The economy faces serious long-term problems: high debt (132.1% of GDP in 2001)², high interest rates, increased foreign competition, exchange rate instability, a sizable trade deficit and large scale-unemployment (11.3%).
- 1.2 Vision 2030 Jamaica - National Development Plan is Jamaica's first long term strategic plan. Its goal is to achieve developed country status for Jamaica by 2030. The plan is based on a vision "*Jamaica, the place of choice to live, work, raise families, and do business*" and on guiding principles which put people at the centre of Jamaica's transformation. The National Development Plan (NDP), along with its companion, the Medium Term Socio-Economic Policy Framework (MTF) 2009-2012, was tabled in Parliament by Prime Minister Golding on May 5, 2009 following two and a half years of planning, consultations and preparation which were led by the Planning Institute of Jamaica.
- 1.3 The National Development Plan and the MTF are based on a results-based management framework which sets targets and identifies performance indicators. These indicators were selected and defined by a process facilitated by the PIOJ wherein respective Ministries, Departments and Agencies reviewed their corporate and strategic plans to ensure linkages to ongoing programmes and activities and the GOJ budget. The results-based performance matrix at the national level comprises 60 proposed indicators aligned to the 15 national outcomes. This performance matrix is linked to existing local and international monitoring frameworks such as the Millennium Development Goals (MDGs) which were established to track progress towards Sustainable Human Development.
- 1.4 National Development Plan preparation was supported by a quantitative systems dynamics computer model – Threshold 21 (T21) – which supports comprehensive, integrated planning that enables the consideration of a broad range of interconnected economic, social and environmental factors. The T21 model is used to project future consequences of different strategies across a wide range of indicators, and enables planners to trace causes of changes in any variable or indicator back to the relevant assumptions and policy choices.
- 1.5 PIOJ, in partnership with the Statistical Institute of Jamaica and UNICEF, also uses the Jam Stats database to track key development indicators. Jam Stats, allows for capturing important information needs as they emerge. It also facilitates posting sub-national data sets, such as specific surveys and research studies. Official and other data sources can be accommodated and denoted.
- 1.6 The National Development Plan and the associated monitoring and assessment framework are heavily dependent on good quality and timely sectoral data. However, there are weaknesses in most administrative information systems in the line ministries, including data quality, timeliness and reliability of data, disaggregation of statistics, as well as the maintenance of databases. Despite ongoing efforts, indicator data are often incomplete and of an inconsistent quality. Good quality data on factors which affect human development are required and without good quality data, the effective implementation, monitoring and evaluation of the National Development Plan is compromised.

² Millennium Development Goals Report for Jamaica 2004

2. Strategy

2.1 The strategy is to support the achievement of Vision 2030 Jamaica national goals and outcomes and the MDGs in Jamaica by improving capacity for data collection and analysis in government, particularly for factors which may have a strong effect on human development. The project will support primary data collection and analysis as well as analysis of secondary data as appropriate. The project will also provide support to the PIOJ to enhance its capacity to use the T21 model and Jam Stats to support decision making, monitoring and evaluation of development inputs.

2.2 **Objectives:** The UNDAF objective which this project contributes to is: Improved national capacity in programming, planning, implementation and monitoring and evaluation. The project goals are to:

- Improve the capacity of the Government of Jamaica (GOJ) to effectively monitor and evaluate the national goals and outcomes of the National Development Plan, the MTF and the MDGs
- Strengthen the capacity of the GOJ to collect and analyze data affecting human development and to effectively utilize Threshold 21 and Jam Stats as mechanisms for storing and disseminating data

Outputs

- ✓ Improved quality of data for sustainable development planning
- ✓ Increased effectiveness of planning to meet national and millennium development goals

2.3 The required technical assistance is to conduct a readiness assessment of the Ministries, Departments and Agencies identified in the National Development Plan and the MTF to gauge their current data management and monitoring capacity to support evidence-based planning and decision-making. Wherever, such assessment is already taking place, it is expected that there will be collaboration of effort to achieve the objectives. The TA will also make recommendations for addressing shortcomings and provide a strategy for rationalizing existing monitoring processes/mechanisms to reflect GOJ's medium and long-term priorities.

2.4 The activities required to achieve these goals are below.

3. Results and Resources Framework

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: By 2011 national capacity to ensure equity and equality strengthened, and the population of targeted vulnerable communities enables to reduce poverty, improve their livelihoods and better manage hazards and the environment.							
Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.							
Target: MDG and select HDR data compiled, harmonized with, and published in national reports such as the ESSJ and SLC and utilized; NHDR compiled and published debt management and public efficiency protocols implemented. Increased resources available for available for the provision of social services and amenities for the poor							
Indicators: # stakeholders programmes and policies informed by database and communication networks; accuracy of data, survey documents and published reports							
Target: Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.							
Indicators: Number of public education and awareness campaigns on protection; increase in access, type and number of social services							
Partnership Strategy: UNDP Office in Kingston will work with UNICEF & Planning Institute of Jamaica and its partners including the Statistical Institute of Jamaica							
Project title and ID (00046228): Promoting National Development Goals and MDGs in Jamaica							
Intended Outputs	Output Targets (by years)		Indicative Activities	Responsible Parties	Inputs	Cost USD	
1. Improved range, scope and quality of data and information for Social and Economic planning; including Public Expenditure Reviews, poverty and vulnerability	1.1 Increased capacity for data management and analysis	2007	1.1.1 Establishment. of MDG Support Unit			135,385	
			1.1.2 Mission to the Territories			36,687	
			1.1.3 Workshops			5,801	
			1.1.4 UNVs Mission			5,188	
			1.1.5 Publications			72	
				SUBTOTAL			183,133
		2008	1.1.1 Provide support to project development	UNDP	3 Technical Experts		122,000
			1.1.2 Provide support to project monitoring				
	1.1.3 Provide support to resource mobilisation						

assessments and strengthened local government capacity to foster participatory local development	2009	1.1.4 Provide technical support on MDGs and Poverty			
		SUBTOTAL			122,000
		1.1.1 Technical expertise for monitoring and evaluation:	Statistical Institute of Jamaica, Planning Institute of Jamaica, UNDP Jamaica Office	1 Technical Expert	30,000
		1.1.2 Provide counterpart support and guidance to the Vision 2030 Jamaica National Focal Point (PIOJ) in carrying out its monitoring and reporting responsibilities (preparation of monitoring and evaluation plans, technical guidelines, data collection f		6 person months	
		1.1.3 Review and finalize proposed indicators and targets that track national development goals and outcomes		3 person months	
		1.1.4 Provide support for the Review of the Poverty Food Basket	PIOJ		43,200
		1.1.5 Review the National Development Plan and the MTF and the current policy and indicator matrices	PIOJ, UNDP	Consultants 6 person months	22,500
		1.1.6 Review data management and analysis systems in the PIOJ and MDAs			
		▪ Assess drivers and barriers to data management			
		▪ Assess institutional levels and responsibilities for data collection with respect to NDP and MTF policy and indicator matrices;			

			1.1.7 Report on the data availability/collection and other data management challenges for the NDP indicators and targets and propose strategies and recommendations (inclusive of an indicator and report flow system) for improvement			
			1.1.8 Elaborate and an action plan with budget for implementing the recommendations			
			1.1.9 Provide support to project development	UNDP	3 Technical Experts 36 person months	140,000
			1.1.10 Provide support to project monitoring			
			1.1.11 Provide support to resource mobilisation			
			1.1.12 Provide technical support on MDGs and Poverty			
			SUBTOTAL			235,700
		2010	1.1.1 Technical expertise for monitoring and evaluation:	Statistical Institute of Jamaica, Planning Institute of Jamaica, UNDP Jamaica Office	1 Technical Expert	30,000
			1.1.2 Provide counterpart support and guidance to the Vision 2030 Jamaica National Focal Point (PIOJ) in carrying out its monitoring and reporting responsibilities (preparation of monitoring and evaluation plans, technical guidelines, data collection f		6 person months	

			1.1.3 Review and finalize proposed indicators and targets that track national development goals and outcomes		3 person months	
			1.1.4 Training of sectoral focal points in result-based monitoring and evaluation, the use of standard reporting forms and templates and in DevInfo database administration	PIOJ, UNDP	1 Technical Expert 3 person months	30,000
			1.1.1 Review the National Development Plan and the MTF and the current policy and indicator matrices	PIOJ, UNDP	Consultants 6 person months	30,000
			1.1.2 Review data management and analysis systems in the PIOJ and MDAs			
			▪ Assess drivers and barriers to data management			
			▪ Assess institutional levels and responsibilities for data collection with respect to NDP and MTF policy and indicator matrices;			
			1.1.3 Report on the data availability/collection and other data management challenges for the NDP indicators and targets and propose strategies and recommendations (inclusive of an indicator and report flow system) for improvement			
			1.1.4 Elaborate and an action plan with budget for implementing the recommendations			
			1.1.5 Provide support to project development	UNDP	3 Technical Experts	140,000

			1.1.6 Provide support to project monitoring		36 person months	
			1.1.7 Provide support to resource mobilisation			
			1.1.8 Provide technical support on MDGs and Poverty			
			SUBTOTAL			230,000
2. Increased awareness and empowerment of particularly vulnerable groups through improved education, health services and social safety nets.	2.1 Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.	2008	2.1 Advocacy to increase public awareness and knowledge of MDGs and other human development issues.			26,858
		2009	2.1 Advocacy to increase public awareness and knowledge of MDGs and other human development issues.			14,999
		2010	2.1 Advocacy to increase public awareness and knowledge of MDGs and other human development issues.			20,699
				ISS (3%)	2008	4,466
					2009	7,521
					2010	7,521
				TOTAL	2007	183,133
					2008	153,324
					2009	258,220
					2010	258,220
						852,897

4. 2009 Annual Work Plan Budget Sheet

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount			
Output 1 Improved range, scope and quality of data and information for Social and Economic planning; including Public Expenditure Reviews, poverty and vulnerability assessments and strengthened local government capacity to foster participatory local development and support achieving MDGs.	<i>Increased capacity for data management and analysis</i>			✓	✓	Planning Institute of Jamaica, Statistical Institute of Jamaica, UNDP Jamaica Office	UNDP TRAC		30,000			
	<ul style="list-style-type: none"> ▪ Technical expertise for monitoring and evaluation: <ul style="list-style-type: none"> ○ Provide counterpart support and guidance to the Vision 2030 Jamaica National Focal Point (PIOJ) in carrying out its monitoring and reporting responsibilities (preparation of monitoring and evaluation plans, technical guidelines, data collection forms and tools for MDAs) ○ Review and finalize proposed indicators and targets that track national development goals and outcomes 			✓	✓							28220
	<ul style="list-style-type: none"> ▪ Undertake research to update T21 model coefficient and add new modules 			✓								
	<ul style="list-style-type: none"> ▪ Training of sectoral focal points in result-based monitoring and evaluation, the use of standard 			✓	✓					30,000		

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	reporting forms and templates and in DevInfo database administration								
	<ul style="list-style-type: none"> ▪ UNDP MDG Unit Personnel <ul style="list-style-type: none"> ○ Poverty/MDG Advisor ○ Programme Analyst ○ Programme/MDG Associate 	✓	✓	✓	✓				60,000
									50,000
									30,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 2 Effectiveness of planning to meet national and millennium development goals increased	<p><i>Mechanisms for a streamlined, government-wide flow of information developed and rationalized to support NDP/MTF implementation</i></p> <ul style="list-style-type: none"> ▪ Review the National Development Plan and the MTF and the current policy and indicator matrices ▪ Review data management and analysis systems in the PIOJ and MDAs <ul style="list-style-type: none"> ○ Assess drivers and barriers to data management ○ Assess institutional levels and responsibilities for data collection with respect to NDP and MTF policy and indicator matrices ▪ Report on the data availability, collection and other data management challenges for the NDP indicators and targets and propose strategies and recommendations (inclusive of an indicator and report flow system) for improvement ▪ Elaborate and an action plan with budget for implementing the recommendations 			✓	✓	PIOJ, UNDP,	UNDP-- DSS	30,000	
TOTAL								258,220	

5. Management Arrangements

3.1 Execution Modality

3.1.1 UNDP will support national execution (NEX) and may undertake procurement of goods and services following requests by the Government of Jamaica. Substantive issues related to MDG thematic areas, work plan and activities, financial reports and evaluation results will be managed by the PIOJ in association with other government agencies.

3.2 Roles and Responsibilities

The Planning Institute of Jamaica (PIOJ), the Government of Jamaica's planning agency, will monitor and evaluate the project to ensure that all partners implement the programme of activities according to the Results and Resources Framework and the Annual Work Plan. The PIOJ will monitor the social and economic planning as well as national allocation of resources for MDGs. This will be provided through technical assistance to the T21 development modelling activities and technical assistance to tracking national allocation of resources in meeting MDGs. PIOJ will undertake timely delivery of programme resources allocated towards programme activities as outlined in the workplan. PIOJ will submit progress and financial reports supported by appropriate receipts and other sources of verification to UNDP. UWI and the Statistical Institute of Jamaica (STATIN), the agency of government responsible for statistical reporting, will work with the PIOJ on enhancing statistical reporting systems and capacity building training in improving data collection.

The UNDP Jamaica programme management team will monitor progress towards outcomes and strategic outputs. UNICEF (Jamaica) has provided financial support to the Jam Stats program to date, facilitating the production of CDs and advocacy materials. UNICEF will provide technical advice and support. The UNDP programme management team will help develop accountability mechanisms and monitor the use of UNDP resources. UNDP will make direct payments to each implementing partner as per signed project agreement.

6. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as

required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

4.1 A results-based management approach will support the effective delivery of expected outputs under this Project document, towards the achievement of country programme outcomes. Inputs and programme support will be guided by the Multi Year Funding Framework (MYFF) and UNDP project management tools, including quarterly reports, annual reviews, and in-depth evaluations.

4.2 Outcome-based monitoring and evaluation tracks and assesses performance towards outcomes by analyzing progress against pre-determined indicators over time, and evaluating the achievement of outcomes by comparing indicators before and after the intervention. Using this methodology, the various levels of UNDP management involved with the execution of the Project Document activities shall engage in assessing progress towards intended outcomes and assessing UNDP's contribution towards achieving those outcomes as well as the partnership strategies employed.

4.3 A monitoring and evaluation (M&E) plan and a Project Document work plan will be developed, as an integrated part of the UNDP CO work plan. Whereas the evaluation plan is designed to monitor outputs and to track the contributions of these outputs to the intended outcomes of the Project document, the work plan is a tool used to set targets for the delivery of outputs and to develop a strategy for maximizing the contribution of the Project activities to the attainment of strategic goals and objectives. A reporting schedule will be developed as part of the M&E plan. The Project work plan will serve as a mechanism to link inputs, budget, activities, outputs and outcomes and will be used as the basis for monitoring the implementation of Project activities. Further the M&E plan will help in defining objectives and goals; selecting common indicators and broadening capacities to monitor progresses towards the goals; mobilize international support for poverty reduction; and incite a profound analysis on the strategies of poverty reduction, including evaluation of the costs involved in the achievement of the goals.

7. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of Jamaica and the United Nations Development Programme, signed by the parties in 1976. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency 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 executing agency'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 this agreement. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only provided she is assured that the other signatories of the project document have no obligations to the proposed changes:

- a) Revisions in or additions of any of the annexes of the project documents
- b) Revisions which do not involve significant changes to the immediate objectives, outputs or activities of the project, but are caused by re-arrangement of inputs already agreed to or by cost increases due to inflation; and

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the 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). 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 this Project Document.

Terms of Reference

Technical Assistance to Conduct Readiness Assessment of Ministries, Departments and Agencies to support Data Management for the Monitoring and Evaluation of the Vision 2030 Jamaica - National Development Plan and Medium Term Socio-economic Policy Framework (MTF) 2009-2012

Background

Vision 2030 Jamaica – National Development Plan is the country’s first long-term strategic plan with a comprehensive vision:

“Jamaica, the place of choice to live, work, raise families, and do business”.

This envisages a major transformation from a middle income developing country to one which affords its citizens the highest quality of life and world class standards in critical areas including education, health care, nutritional status, basic amenities, access to environmental goods and services, civility and social order. Vision 2030 Jamaica is built on four strategic goals for the country’s development. They give greater articulation to the vision statement and are the pillars on which the new paradigm for Jamaica’s sustainable prosperity rests. These goals are:

- 1. Jamaicans are empowered to achieve their fullest potential*
- 2. The Jamaican society is secure, cohesive, and just*
- 3. Jamaica’s economy is prosperous*
- 4. Jamaica’s development is in harmony with its natural environment*

Operationally, the four national goals are mapped into fifteen national outcomes, which in turn will be pursued through national strategies.

Implementation, Monitoring and Evaluation Process

The success of Vision 2030 Jamaica depends on the effectiveness of its implementation. This process will involve the efforts of a wide range of stakeholders (at the sectoral level by ministries, departments and agencies of government, civil society bodies – NGOs, CBOs, the private sector and the IDPs) over the short-, medium- and long-term. The main mechanism for translating the long-term national goals and outcomes of Vision 2030 Jamaica into action is the 3-yearly Medium Term Socio-Economic Policy Framework (MTF), which summarizes the priorities and targets for the country and the key actions to achieve those targets.

The progress of implementation of Vision 2030 Jamaica will be monitored and evaluated utilizing a Results-Based Management (RBM) framework that focuses on key results areas, performance indicators and targets, and allows for adjustments based on international and domestic developments. The Vision 2030 Jamaica monitoring and evaluation framework will provide information on the implementation status of policies and programmes against agreed targets. It will also determine the degree to which set targets and expected outcomes/impacts are being realized.

Jamaica has developed some expertise in the monitoring of macroeconomic indicators from the implementation of past Medium Term Policy Frameworks. These were prepared in collaboration with the World Bank to facilitate dialogue with the International Monetary Fund (IMF). There is recognition that a more robust monitoring system is needed to track development indicators.

A performance monitoring and evaluation system, utilizing thematic working groups (TWGs) as the main vehicles for strategic assessment and analysis is being implemented.

This monitoring framework is a primary departure from previous arrangements and is premised on a results-based management framework which enables setting of targets and identification of performance indicators. At the heart of the performance monitoring system are results based policy matrices comprising over 60 proposed indicators in all spheres. These indicators were selected and defined by a process facilitated by the PIOJ wherein respective line/sector ministries reviewed their corporate and strategic plans to ensure sufficient linkages to ongoing programmes and activities and the GOJ Budget.

The performance monitoring and assessment framework being established is heavily dependent on line ministries for quality and timely sectoral data and monitoring arrangements. However, the reality is that there are weaknesses in most administrative information systems, including challenges relating to data quality, timeliness and reliability of data, disaggregation of statistics, as well as the maintenance of information databases. Despite ongoing efforts to refine the policy matrices, indicator data are often incomplete and of an inconsistent quality.

Objectives

The required technical assistance is to conduct a readiness assessment of the Ministries, Departments and Agencies identified in the National Development Plan and the MTF to gauge their current data management and monitoring capacity to support evidence-based planning and decision-making. Wherever, such assessment is already taking place, it is expected that there will be collaboration of effort to achieve the objectives. The TA will also make recommendations for addressing shortcomings and provide a strategy for rationalizing existing monitoring processes/mechanisms to reflect GOJ's medium and long-term priorities.

Scope of Activities

The assignment will involve the following activities:

1. Review of the NDP and MTF policy and indicator matrices;
2. Review the current administrative data collection systems in the respective MDAs;
3. Make recommendations (based on the review) for improvements in the current data collection systems so that data can be generated, collected and used in a continuous manner to support NDP and MTF monitoring and reporting;
4. Identify institutional levels and responsibilities for data collection with respect to NDP/MTF policy

matrices;

5. Propose strategy to rationalize other existing monitoring mechanisms with the NDP/MTF monitoring system;
6. Prepare Action Plan and Budget for implementing the recommendations; and
7. Identify possible external sources of funding for undertaking the recommendations.

Methodology

The assignment is to be undertaken through consultations and collaboration with relevant sector ministries, staff of the PIOJ and other stakeholders through meetings.

Deliverables/Outputs

1. Initial Brief: Within 3 days of commencing the assignment, the consultant will prepare a Brief (maximum of 5 pages) summarizing the consultant's interpretation of the TORs. The Brief will also propose a schedule for the consultant's work plan during the assignment.
2. A report detailing current data collection situation within the named ministries highlighting the existing challenges as well as recommendations to address them.
3. Action Plan and Budget for implementing the recommendations indicating possible funding sources.

Qualifications

A Master's degree in the Social Sciences is required along with at least seven years of proven experience in:

- ✚ The results-based management approach and other strategic planning approaches;
- ✚ Monitoring and evaluation (M&E) methods and approaches (including quantitative, qualitative and participatory);
- ✚ Planning, design and implementation of M&E systems;
- ✚ Data and information analysis and working with socio-economic related statistics.

An understanding of economic and social policy issues relevant to the Caribbean and Jamaica, in particular, is desirable. Prior work experience in countries developing and implementing Poverty Reduction Strategy Papers (PRSPs) would be a definite advantage.

Duration

The assignment is for a period of six months.

Reporting

The consultant will report to the Director of the Plan Development Unit of the PIOJ and liaise closely with local consultants working on the MTF.