

**UNITED NATIONS DEVELOPMENT PROGRAMME**



**UNITED NATIONS DEVELOPMENT PROGRAMME**

**COUNTRY: JAMAICA**

**PROJECT DOCUMENT**

**SUPPORT FOR THE DEVELOPMENT OF A NATIONAL STATISTICS SYSTEM**

**UNDAF Outcome:**

**UNDAF Outcome 3:**

By 2011 national capacity to ensure equity and equality strengthened, and the population of targeted vulnerable communities enabled to reduce poverty, improve their livelihoods and better manage hazards and the environment.

**Expected CP Outcome:**

3.1 Reduction in the incidence of poverty, unemployment and exclusion among vulnerable groups and selected communities, particularly in rural Jamaica.

**Expected CPAP Output:**

3.1.2 Improved range, scope & quality of data & information for Social and Economic planning; including Public Expenditure Reviews, poverty & vulnerability assessments & strengthened local government capacity to foster participatory local development & support achieving MDGs.

**Implementing Partner:**

Statistical Institute of Jamaica (STATIN)

**Responsible Parties:**

Statistical Institute of Jamaica (STATIN), and other Ministries, Department and Agencies (MDA)

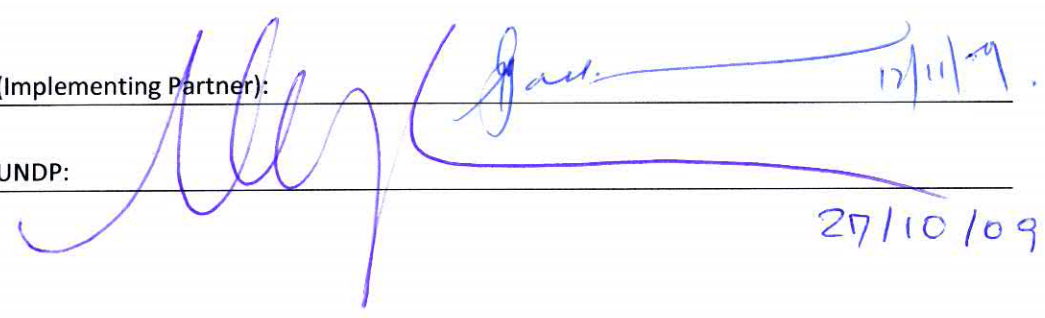
### Brief Description


Despite Jamaica's accomplishments in the area of data collection, analysis and reporting, there is the need for a coordinated approach to the production of national statistics to guarantee consistency, efficiency, transparency and compatibility with international standards and among national agencies. To achieve this requires the establishment of a framework within which national statistical priorities are established and systems and tools put in place to streamline and mainstream the requisite conditions for developing a coherent national statistics system. The objective of this project is to support the development and implementation of a coordinating framework for the production of accurate, consistent, relevant and reliable national statistics for enhanced evidence-based development policy formulation and programming.

Programme Period: 2009-2012 CPAP Programme		2009-2010 AWP budget: 173,691.27
Component: <b>UNDAF Outcome 3:</b> National capacity to ensure equity and equality strengthened		Total resources required _____
Project Title: Support for the Development of a National Statistics System		Total allocated resources: _____
Atlas Award ID:		• Regular 692,000.00
Start date: Oct. 2009		• Other: _____
End Date Oct. 2012		o Donor _____
PAC Meeting Date July 2009		o Government _____
Management Arrangements NEX		Unfunded budget: 0.00
		In-kind Contributions

Agreed by (Implementing Partner):

Agreed by UNDP:

*out*  12/11/09

 27/10/09

## Table of Contents

<b>GLOSSARY .....</b>	<b>4</b>
<b>SITUATIONAL ANALYSIS .....</b>	<b>5</b>
<b>PROJECT OBJECTIVE.....</b>	<b>6</b>
<b>PROJECT ACTIVITIES.....</b>	<b>6</b>
<b>RATIONALE.....</b>	<b>7</b>
<b>EXPECTED BENEFITS TO THE DEVELOPMENT PROCESS .....</b>	<b>7</b>
<b>PROJECT STRATEGY .....</b>	<b>8</b>
<b>PROJECT RISKS .....</b>	<b>8</b>
<b>THE ROLE OF UNDP .....</b>	<b>9</b>
<b>PROJECT BUDGET.....</b>	<b>10</b>
<b>PROJECT RESULTS AND RESOURCES FRAMEWORK .....</b>	<b>11</b>
<b>ANNUAL WORK PLAN .....</b>	<b>13</b>
<b>MANAGEMENT ARRANGEMENTS .....</b>	<b>14</b>
<b>MONITORING FRAMEWORK AND EVALUATION .....</b>	<b>17</b>
<b>RESOURCE MOBILIZATION STRATEGY.....</b>	<b>18</b>
<b>ANNEXES .....</b>	<b>19</b>

## Glossary

<b>AWP</b>	Annual Work Plan
<b>BOJ</b>	Bank of Jamaica
<b>CP</b>	Country Programme
<b>CPAP</b>	Country Programme Action Plan
<b>ESSJ</b>	Economic and Social Survey Jamaica
<b>GOJ</b>	Government of Jamaica
<b>HDR</b>	Human Development Report
<b>MDA</b>	Ministries, Departments and Agencies
<b>MDG</b>	Millennium Development Goals
<b>MLSS</b>	Ministry of Labour and Social Security
<b>MNS</b>	Ministry of National Security
<b>MOA</b>	Ministry of Agriculture and Fisheries
<b>MOE</b>	Ministry of Education
<b>MOFP</b>	Ministry of Finance and Public Service
<b>MOH</b>	Ministry of Health
<b>NEX</b>	National Execution
<b>NGO</b>	Non Governmental Organization
<b>NSC</b>	National Statistics Commission
<b>PIOJ</b>	Planning Institute of Jamaica
<b>PSC</b>	Project Steering Committee
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SLC</b>	Survey of Living Conditions
<b>SMP</b>	Statistics Master Plan
<b>STATIN</b>	Statistical Institute of Jamaica
<b>TOR</b>	Terms of Reference
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme

---

## SITUATIONAL ANALYSIS

Jamaica has an abundance of statistical information on a plethora of socio-economic indicators compiled by a range of government agencies. There are however systemic issues related to collection, storage, analysis and dissemination which need to be resolved in order to increase the usefulness of the data collected. Responsibility for the collection, tabulation, analysis and dissemination of a wide range of social, economic and environmental information, central to national planning in Jamaica, spans a range of governmental ministries, departments and agencies (MDAs). Among the MDAs with pivotal roles in the production and processing of official data integral to informing national priorities, policies and programmes are the Statistical Institute of Jamaica (STATIN), the Bank of Jamaica (BOJ), the Planning Institute of Jamaica (PIOJ), Ministry of Finance and Public Service (MOFP), Ministry of Health (MOH), Ministry of Education (MOE), Ministry of Agriculture and Fisheries (MOA), Ministry of Labour and Social Security (MLSS), Ministry of National Security (MNS, the Jamaica Constabulary Force (JCF) and the Social Development Commission (SDC).

The Statistical Institute of Jamaica (STATIN) through the responsibility and power vested in it by the Statistics (Amendment) Act 1984, is the primary agency charged with collecting, compiling, analysing and publishing of integrated social and economic data. Though STATIN is charged with the role of coordinator for the integration of national statistics the legal and operational framework essential for supporting this function is not clearly defined in the Statistics Act. There is no single piece of legislation that governs all official statistics and as such the statistical component of the various MDAs and NGOs are governed by several pieces of legislation, and dictated by policy directions of the relevant authority, with no central agency with overall responsibility. The production of official statistics is affected by the need for a more coherent, coordinated approach to the production of national statistical information through increased standardisation and harmonization. In spite of the strategic relevance of data produced by the various state entities to national planning; the production of national statistics does not take place within the framework of a coordinated national statistics system/programme. In the absence of a coherent, coordinated system for the production of national statistics the concepts, definitions, methodologies, standards, classifications and geographic demarcations used are dictated by the mandates of the various entities and vary according to their specific needs.

Inter-agency access to data from administrative and official sources is inconsistent and the quality of information is not guaranteed, having not always been compiled for statistical purposes. The process of information sharing between administrative agencies is not legally mandated and for the most part takes place at the discretion of the relevant institutions; data is not always available for use by other agencies as they are either unaware of its existence or are simply unable to access it.

The production and storage of statistics in this fragmented way has resulted in issues of incompatibility with international standards and of datasets across agencies, stemming from differences in definitions, methodologies and technology employed. In addition there are implications with respect to duplication of work to gather information that already exists, with the development of individual programmes in “silos” and the “over-surveying” of the

target population contributing to respondent fatigue. This impacts the cost and efficiency associated with the production of statistics and has implications for the usefulness of data as it pertains to the potential impact of results. Additionally, inconsistent and conflicting information disseminated on common subjects from different sources may contribute to the erosion of public confidence in the integrity of official statistics.

The Government of Jamaica (GOJ) through STATIN, in an effort to address these and other issues at a strategic level is embarking on a process to reform the National Statistics System and lead to the establishment of the framework for a coordinated approach to the production of national statistics. An assessment of the operations of the STATIN by the IMF in 2002 (at the request of the Ministry of Finance and Planning) and an ensuing series of consultations carried out by STATIN culminated in a White Paper, "Assuring Integrity in National Statistics" which outlines the issues facing the national statistics system and puts forward proposals for how these can be effectively addressed. The following were identified as steps critical to moving the process of reform forward:

- a. Passing of legislation to amend the Statistics Act;
- b. Establishing the policy framework for National Statistics by the appointment of the Statistics Commission, prior to the Statistics Act being amended and which Commission would then be recognised as the Commission in the amended legislation;
- c. Stakeholders' participation in determining the framework for National Statistics and publishing work plans;
- d. Establishing the code of ethics for National Statistics; and
- e. Documenting and publishing standards and guidelines for establishing administrative data sets which are to be used for statistical purposes.

### **Project Objective**

This project has one major objective:

- To provide support for the development an efficient and effective National Statistical System (the collective set of outputs that are produced and released within the statistical system).

### **Project Activities**

This project will involve:

- Public consultations with stakeholder;
- Evaluation the current functioning of the statistical system and recommend measures for enhanced performance;
- Identification of the core national datasets and statistics, which are of national importance and are critical to social and economic development to facilitate strengthening of these datasets;
- The promotion of standardization and harmonization of definitions, concepts, classifications and methodologies for compatibility in the production of national statistics and for conformity to international standards;

- Strengthening of statistical accessibility, data sharing and coordination among national agencies in the gathering, analysis and use of social, economic and environmental data;
- Strengthening the framework for the production of official statistics;
- Assessing, and where possible addressing the capacity needs of the NSS including information technology and communication needs of the statistical system.

The initial phase of the initiative will constitute stakeholder consultations to determine the framework for a coordinated National Statistics System. Following these consultations, an assessment of the statistical operations of the various ministries, departments and agencies and a gap analysis will be undertaken and this will set the foundation for the development of a workplan for the development of a national statistics system and a Statistics Master Plan.

---

## **RATIONALE**

The availability of credible, up-to-date, comprehensive data is integral to the effective formulation, implementation, monitoring and evaluation of national development priorities, plans, policies and programmes. The production of quality statistics to inform these processes requires a supportive framework which positions a coordinated national statistics system at the core of national development planning. The establishment of a coherent National Statistics System requires established national standards (regarding definitions, methodologies, classifications etc.) to be adopted by ministries, departments and agencies in the production of national/official statistics. A legally empowered authority - a Statistics Commission, would regulate adherence to these national standards including relevant international statistical standards.

Such a mechanism would facilitate a framework for cross-sector analysis of social, economic and environmental information capable of supporting multi-faceted integrated development interventions. It will enhance the long-term development of national capacity to monitor, report on development indicators as well as ensure that development data is more accessible. These factors are critical for more effective identification of the most vulnerable and targeting policies and programmes to address issues of well-being and human development.

It is expected that this project will assist in the development of a fully integrated and coherent national statistics system. This will in turn enhance the capacity for systematic and analytical use of data in the formulation, implementation and assessment of policies and programmes and to monitor, evaluate and report on national human development indicators and MDG targets.

### **Expected benefits to the development process**

- Enhanced national capacities for the production of national statistics;
- Increased collaboration among the producers of official statistics and relevant development agencies;

- Improved data accessibility;
- More efficient and effective resource mobilization for national development objectives and MDG initiatives;
- Increased public confidence in official statistics.

---

## **PROJECT STRATEGY**

This initiative will take place in a phased basis, with focus on supporting the following key activities:

- Stakeholders' participation in determining the framework for National Statistics and publishing work plans;
- Establishing the code of ethics for National Statistics and documenting and publishing this code;
- Establishing standards for the collection and compilation of administrative datasets that are to be used for statistical purposes;
- Documenting and publishing standards and guidelines in establishing administrative datasets which are to be used for statistical purposes;
- Developing a national Statistics Master Plan (SMP);
- The use of applicable statistical classifications within the national statistical system.

The focus of this component will be the establishment of national standards of definitions and methodology, data sharing among relevant agencies, training and technical support requirements and conformity of data collection to international standards.

### **Project Risks**

The following are some of the risks:

- Capacity substitution happening instead of capacity building. In particular, the experts hired to provide technical assistance do not actually transfer skills;
- The inability to attract and retain staff, poor staffing, high staff turnover and other staff related issues;
- Inadequate funding from Government and partners to support core functions;
- High level of ambition in the White Paper that may not be achieved if staff are not attracted, retained or extra funds are not forthcoming to sustain the expected operations;
- Limited absorptive capacity of state agencies may delay implementation of some activities.

With the successful implementation of the project, the above risks could be minimized through the following:

- The project is proposing the use of technical assistance over longer periods to ensure that skills transfer happens.
- Prioritization discussions, donor co-ordination and discussions with GOJ/STATIN and long term TA should aid in mitigating the risks of an ambitious strategic plan.



## **The Role of UNDP**

UNDP is acknowledged as having a distinct comparative advantage in facilitating coordination among development partners and in capacity development. UNDP has consistently assisted the Government of Jamaica in strengthening its data collection and accessibility systems as part of its commitment to enabling evidence-based policy making. These factors place UNDP in a strategic position to deliver the proposed project:

- **Strategic partnerships with Government departments** – UNDP Jamaica is a trusted partner of the Planning Institute of Jamaica, the Statistical Institute of Jamaica and the Office of the Prime Minister.
- **Strategic partnerships with Non-Government Organisations** – UNDP Jamaica through the JVPSPD is engaged with NGOS to facilitate the analysis and utilisation of crime data along with other development data
- **Partnerships with other IDPs** – UNDP has implemented a Flexible Response Mechanism with DFID to provide technical assistance to government on matters of strategic importance to national economic growth, debt management and development. UNDP is an active participant in several IDP Working Groups.
- **Knowledge management and analytical work** – The Country Office has supported the Time Series Review of the Jamaica Survey of Living Conditions findings and is currently supporting the reformulation of the food basket

## PROJECT BUDGET

The total estimated project budget for the three years (2009-2012) is **USD 692,000**. The project will be implemented through the National Execution (NEX) modality with STATIN acting as implementing partner for the project. Below are the budget estimates per project component per year.

Support for the Development of a National Statistics System Budget				
	US\$	2009-2010	2010-2011	2011-2012
<b>Staffing</b>				
Project manger	113,750.00	35,000.00	35,000.00	43,750.00
Senior Statistician	110,500.00	34,000.00	34,000.00	42,500.00
Statistician	81,250.00	25,000.00	25,000.00	31,250.00
	<b>305,500.00</b>			
<b>Meetings, Workshops &amp; Conference</b>	<b>70,700.00</b>	15,540.00	39,620.00	15,540.00
<b>Training</b>	<b>76,240.00</b>		29,666.67	46,573.33
<b>IT equipment</b>	<b>47,700.00</b>	47,700.00		
<b>Administrative Expenses</b>				
General	19,000.00	6,333.33	6,333.33	6,333.33
Printing & Publication of manuals	13,240.00			13,240.00
	<b>32,240.00</b>			
<b>Public education campaign</b>	<b>70,000.00</b>		27,000.00	43,000.00
<b>External Consultant - Establishing Administrative Data Systems</b>	<b>13,500.00</b>		13,500.00	
<b>Audit Costs (5% of Project Budget)</b>	<b>34,600</b>			34,600.00
<b>Implementation Support Service (6% of Project Budget)</b>	<b>41,520.00</b>	10,117.94	13,553.82	17,848.24
<b>TOTAL</b>	<b>692,000.00</b>	<b>173,691.27</b>	<b>223,673.82</b>	<b>294,634.90</b>

### Notes:

- Salaries have been provided for 3 years plus 25% termination gratuity;
- IT equipment includes the acquisition of computers for use by the team, a laptop and projector for use at meetings and a server to support the long term development of the NSS – administrative data collection, storage and archiving.
- External Consultant will be engaged to assist with establishing the standards and guidelines for an administrative data system.

## PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome:</b> 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 then environment.</p>			
<p><b>Outcome indicators</b></p>			
<p><b>Target:</b> 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 the provision of social services and amenities for the poor.</p>			
<p><b>Indicator:</b> Number of stakeholder's programmes and policies informed by database and communication networks; accuracy of data, survey documents and published reports.</p>			
<p><b>Target:</b> Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.</p>			
<p><b>Indicators:</b> Number of public education and awareness campaigns on protection; increase in access, type and number of social services.</p>			
<p><b>Partnership Strategy:</b> National Execution by the Statistical Institute of Jamaica (STATIN)</p>			
<p><b>Project title and ID (00046228):</b> Supporting the Development of a National System of Statistics</p>			
Expected Outputs	Output Targets (by years)	Indicative Activities	Inputs (Figures are US\$ overall budgetary costs for three year programme)
<p>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</p>	<p>1.1 Increased capacity for data management and analysis</p>	<ul style="list-style-type: none"> <li>○ Stakeholder consultancies to (1) determine the framework for National Statistics (2) plan for the assessment and selection of methodology, geographic demarcations, (3) the development of quality assurance across National Statistics</li> <li>○ Assessment and evaluation of statistical operations of the various MDAs to include the information required to support policy initiatives and resource requirements</li> <li>○ Assessment Report for review and feedback by stakeholders</li> <li>○ Resource requirement gap analysis report based on the assessment to be prepared</li> <li>○ Stakeholder consultation on the SMP</li> <li>○ Development of the Statistical Master Plan (SMP) for Jamaica</li> <li>○ Implementation of the SMP on a phased basis: <ul style="list-style-type: none"> <li>● Development of a Code of Practice for National Statistics (which would incorporate the UN Fundamental Principles of Official Statistics);</li> <li>● Development and implementation of a policy on the release of statistics, including handling of and access to data within government and the release of statistic more widely;</li> <li>● Training of relevant staff of the various MDAs in the nature and application</li> </ul> </li> </ul>	<p>\$567,240</p>

		<p>of national statistical standards and techniques/procedures (ex. sampling, classification, methodology, data adjustment and transformations, analysis etc.);</p> <ul style="list-style-type: none"> <li>• Development of statistical work programmes for various MDAs/sector specific SMP;</li> <li>• Development of improved mechanisms for collection, compilation and integration of administrative and vital statistics in the national statistical indicator system;</li> <li>• Development of a standardized platform for storage and sharing of official national statistics and training for staff of various MDAs in use and updating of the database.</li> </ul>	
<p>2. Increased awareness and empowerment of particularly vulnerable groups through improved education, health services and social safety nets.</p>	<p>2.1 Public education and awareness campaigns on protection issues and support to delivery of social services at the community level.</p>	<ul style="list-style-type: none"> <li>○ Promotion of national statistics standards throughout official agencies</li> <li>○ Public education campaign to inform citizens about the importance of statistics and the individual and organization role/responsibility in facilitating the adequate, consistent and accurate collection of data</li> <li>○ Documentation and publication of standards and guidelines for establishing data sets to be used for official statistical purposes</li> <li>○ Documentation and publication of code of ethics for National Statistics</li> <li>○ Development of a website to facilitate one-stop public access to all official national statistics</li> </ul>	<p>\$83,240</p>
<p><b>Implementation Support Services (ISS)</b></p>			<p>41,520</p>
<p><b>TOTAL</b></p>			<p><b>US\$692,000</b></p>

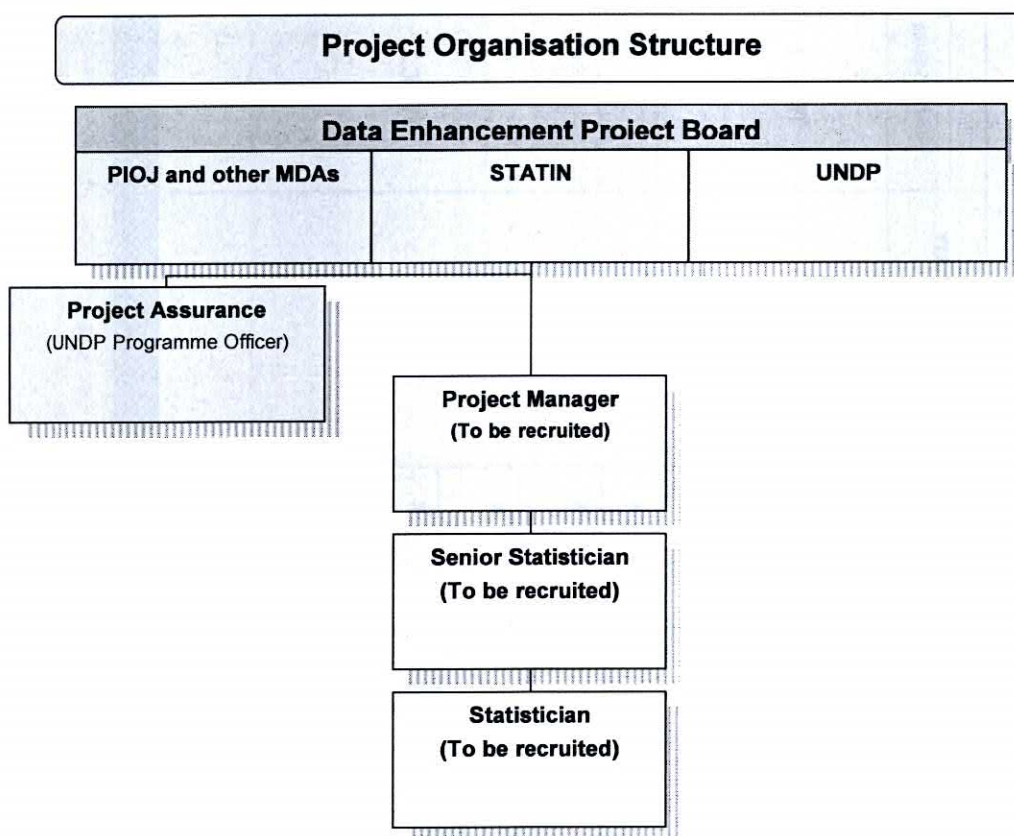
## ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	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 <b>Fully integrated and coherent National Statistical System developed</b>  Baseline:  Indicators:  Related CP outcome: <b>Improved range, scope &amp; quality of data &amp; information for Social and Economic planning</b>	<b>1.1 Activity Result: Project Team established and project implementation on track</b> 1.1.1 <b>Action:</b> Identify and contract Project team 1.1.2 <b>Action:</b> Management and general administration of the project			X	X	STATIN	TRAC 2	Miscellaneous Expenses	6,333	
	<b>1.2 Activity Result: Framework and Structure for NSS Developed</b> 1.2.1 <b>Action:</b> Stakeholder consultations to be held with all stakeholders 1.2.2 <b>Action:</b> Evaluation of current system to determines requirements and gaps 1.2.3 <b>Action:</b> Report on user needs assessment, NSS indicators, definitions and data sharing modalities 1.2.4 <b>Action:</b> Determination of statistical priorities 1.2.5 <b>Action:</b> Agreement on NSS indicators, definitions, methodologies and data sharing modalities 1.2.7 <b>Action:</b> Strengthening of administration of national datasets				X					STATIN
					X			Local Consultant	94,000	
<b>TOTAL</b>									<b>163,573.33</b>	

## MANAGEMENT ARRANGEMENTS

The project will be managed through the Statistical Institute of Jamaica (STATIN), with support from the Planning Institute of Jamaica (PIOJ), relevant government ministries, departments and agencies, along with the UNDP. A local Project Steering Committee (PSC) will be established with the participation of the aforementioned partners. STATIN will be the lead agency of the PSC and quarterly committee meetings will be convened to monitor delivery and track the progress of implementation.



The project will be implemented according to NEX (National Execution) procedures. STATIN will be the implementing partner of the project. The Director General of the STATIN shall be the Project Executive. The Project Executive will be able to make decisions in conformity with the expectations of all parties in order to facilitate the implementation of the project. A Project Manager will be primarily responsible for the design and implementation of the project plan, daily administration of the project, and preparation of quarterly work plans and financial reports to UNDP. S/He will also be the focal point for the partners involved in this project. The Project Manager will also be responsible for the production a quarterly progress report as per the NEX guidelines.

The project shall be audited at least once during its life cycle. The necessary resources shall be allocated in the project budget to this effect. Compliance with audit recommendations shall be the responsibility of the Projects Manager and monitored by UNDP.

### **Project Steering Committee**

The Director General of STATIN will chair the Project Steering Committee, which will be composed of the following members:

- a) Director General of STATIN;
- b) Representative from PIOJ;
- c) Representative from the Cabinet Office
- d) Representative from client ministries (MOA, MOH, MNS, MLSS)
- e) Representative from SDC
- f) UNDP Representative

The Project Steering Committee shall convene quarterly throughout the lifetime of the project. The Terms of References for the Project Steering Committee will include:

- Oversee and give the overall guidance regarding the implementation of the project;
- Approve annual work plans for the project;
- Approve budgets in accordance to the annual work plans and resources available;
- During the quarterly Project Steering Committee meetings, reports on the progress of the project will be presented and the key activities for the following quarter endorsed in accordance to the agreed STATIN milestones.

### **Overall support to the STATIN management structures and Project Team**

It is proposed that a Project Team will be established to support in the day to day implementation of the project activities. The project team will be comprised of the following personnel:

- Project Manager
- Senior Statistician
- Statistician

The project team will be responsible for the following:

- Managing the outputs and activities contained in the Project Plan;
- Preparing and maintaining the Project Plan as multi-year rolling plan including:
  - Coordinating annual updating and presentation for Steering Committee consideration;
  - Preparing annual work plans, milestones and budgets to facilitate tracking performance against the Strategic Plan;
  - Designing and implementing an appropriate monitoring and evaluation system which permits harmonized single-format reporting to the Steering Committee against Strategic Plan technical performance, milestones, and financial performance on a quarterly or six-monthly basis;
  - Undertaking monitoring and evaluation and reporting on performance against the Plan;
- Administration of the project funds, including accounting and procurement activities.

The Project Manager will be tasked with primarily the responsible of supervising, advising and building the capacity including training of the other members of the project services team. In

addition he/she will take primary responsibility for activities including follow up on the implementation of the project, preparing and submission of any funding requests, preparation of annual action plans, and preparation of project progress reports. The project team will be empowered to ensure that the procedures, guidelines, standards including procurement are fully complied with accordingly during the implementation of the project.

The expectation is that the team will either eventually be integrated into the NSC structure, or activities they undertake will be taken over by NSC.

**The role of the STATIN as key responsible party will be to:**

1. Facilitate/Ensure the setting up and operationalization of the Project Steering Committee;
2. Provide a secretariat for the co-ordination of the project activities;
3. Hire and manage project staff and consultant(s);
4. Co-ordinate the input of the various ministries, departments and agencies on establishing national statistical standards and in promoting coherence and compatibility of national statistics;
5. Support the partnerships and the participatory processes;
6. Manage financial resources according to budget and work plan (including safeguarding supporting documentation) and submit quarterly reports on the use of funds;
7. Procure, manage and safeguard project assets;
8. Facilitate and coordinate the development of a platform for improved access to information;
9. Compile an end of project report.

**The role of UNDP will be to provide quality assurance and technical support in the implementation of the project through:**

1. Monitoring of the progress of the project in compliance with UNDP procedures and providing reports to the Project Board on this monitoring
2. Conducting a detailed capacity assessment of the key responsible party
3. Provide technical assistance and funding for standardization process

**The role of the other partners will be to:**

1. Provide input into the process of harmonisation, standardisation and data access strategy as part of the National Statistical System
2. Participate in training and capacity building opportunities arising from the project
3. Facilitate access to their statistical processes for assessment and evaluation



---

## MONITORING FRAMEWORK AND EVALUATION

The programme will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objectives.

The Programme Manager, Project Assurance and Project Executive Group are responsible for project monitoring and for devising corrective action if required. 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. Information on each activity result of the AWP shall be provided for monitoring actions based on quality criteria to be established. The information shall include activity results, start and end date of activity, purpose of the activity, description of planned actions to produce the activity results, quality criteria (how/with what indicators the quality of the activity result will be measured), quality method (method/mean of verification that will be used to determine if quality criteria has been met) and date for assessment of quality to be performed.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Risk Log shall be regularly updated by reviewing the external environment that may affect the project implementation. Information on risks shall include description, category (ex. Environmental/political), impact and counter measures.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. The lessons will be shared nationally to also inform the implementation of similar initiatives.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### 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 ensure that these remain aligned to appropriate outcomes.

---

## **RESOURCE MOBILIZATION STRATEGY**

UNDP Jamaica has sourced \$692,000 to support the project. In-kind contribution from the Government of Jamaica will be in the form of the provision of office space, furniture and equipment for project personnel. STATIN has indicated that it is currently in the process of restructuring and that the functions of the relevant project personnel shall be included in the new organizational structure so has to ensure continuity once the UNDP sponsored components of the project come to an end. STATIN has also submitted and received preliminary approval for financial assistance from the World Bank's Trust Fund for Statistical Capacity Building. It is envisioned that this assistance will support higher level consultancies for various key components of the development of a national statistical system; while the support provided by the UNDP will be focused on implementation of key activities need to establish the framework for the production of national statistics.

---

## **LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

The 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 this agreement.

The implementing partner 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”.

---

## **ANNEXES**

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

