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## FINAL PROJECT REVIEW REPORT

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<b>Country:</b>	<b>JAMAICA</b>		
<b>Reporting period:</b>	February 2019 – September 2021		
<b>Project number and title:</b>	<b>Advancing the SDGs through Vision 2030 Jamaica: 00117579</b>		
<b>Project Duration:</b>	31 months		
<b>Donors:</b>	UNDP & The Government of Jamaica		
<b>Implementing Partner:</b>	UNDP		
<b>Responsible Parties:</b>	n/a		
<b>Overall Project Coordinator:</b>	Stacy-Ann Tomlinson-Knox		
<b>Initial Approved Project Budget:</b>	US\$200,000	<b>Revised Approved Project Budget:</b>	US\$ 217,500
<b>Total Project Advance:</b>	n/a	<b>Total Project Expenditure:</b>	US\$ 217,278.98
<b>Total Project Delivery:</b>	99.9%		

## Table of Contents

<b>I. EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>II. FINANCIAL SUMMARY .....</b>	<b>4</b>
<b>III. ACTIVITIES AND ACHIEVED RESULTS .....</b>	<b>5</b>
<b>IV. PARTNERSHIPS AND SUSTAINABILITY .....</b>	<b>12</b>
Annex I Combined Delivery Report (Separate Attachment) .....	13
Annex II Assets and Inventory .....	14
Annex III Risk Log .....	15
Annex IV Lessons Learned .....	16

## I. EXECUTIVE SUMMARY

**Overview:** The “Advancing SDGs through Vision 2030” project sought enhance the capacity of the Government of Jamaica (GOJ) to achieve the National Goals and the SDGs. The project was directly implemented by UNDP in close collaboration with the Planning Institute of Jamaica across 31 months. The project was financed in the amount 200,000 USD by the UNDP Funding Window for SDG acceleration to be executed within 12 months (February 2019-December 2019). Subsequently, the project was extended with resources from the Planning Institute of Jamaica (PIOJ) in the amount of 17,500 USD to ensure the achievement and sustainability of the intended project results. The project was delivered across four distinct but interconnected outcomes; **Outcome 1** Capacity to Monitor, Evaluate and Report on progress towards attainment of the SDGs and goals of Vision 2030 Jamaica improved; **Outcome 2** Capacity to measure the contribution of international development partner support/assistance towards the achievement of Vision 2030 Jamaica and the SDGs improved; **Outcome 3** Increased capacity to utilize new and innovative financing mechanisms to advance the financing of the country’s development priorities towards achieving the goals of Vision 2030 Jamaica and advancing the SDGs in Jamaica and ; **Outcome 4** Increased capacity of local authorities and municipalities to align Local Sustainable Development Plans with the National Development Plan and SDGs.

**Successes:** A key area of success for the project was the successful deployment of two digital platforms anchored within the Planning Institute of Jamaica, namely, the *SDG/Vision 2030 Monitoring platform* and the *External Corporation Management Information System (ECMIS)*. The former has strengthened the country’s monitoring and planning framework for the National Development plan (NDP) and the SDGs. The latter (ECMIS) has improved the capacity of the PIOJ to coordination the contributions of IDP supported projects to ensure alignment to and achievement of Vision 2030 and the SDGs. Another key success was the identification of a potential Innovative Financing model tailored to the Jamaican context, which is now being elaborated through another UNDP supported initiative. Finally, the project improved the awareness and capacity of local authorities and municipal corporations to align and mainstream the SDGs and the NDP into local planning processes. This was achieved through the deployment of the Parish Talk series led by the Planning Institute of Jamaica.

**Challenges:** While the project achieved its outcomes, challenges related to procurement and stakeholder engagement impacted implementation. Project implementation was delayed in the first year due to procurement delays, specifically the identification of suitable consultants to develop the digital platforms. While this was rectified through responsive and agile project management, the project’s implementation could have been accelerated with improved planning and identification of technical requirements during the project development phase. The engagement of critical stakeholders particularly from the Finance Sector impacted the development of the Innovative Financing report and policy brief. While there was initial engagement of the Development Banks, Ministry of Finance, and other key institutions, this slowed towards the end of the project. Notwithstanding the knowledge products and recommendations were validated by the stakeholders.

**Lessons Learnt / Best Practices:** The success of the project was hinged on the consistent and targeted engagement of critical stakeholders, particularly those within the Government who would benefit from the products/results of the project. Complex Information Technology related components requires focal points not only within the programmatic teams, but from the related operational and IT staff to ensure the development of sound and responsive platforms which can be sustained beyond the project. The establishment of an active Project Board was critical to the project’s success.

**Opportunities for Future Programming:** There are three key areas for future programming arising from the implementation of this project, which include: 1) Further Advancement of Innovative Financing, specifically testing of the mechanism and increased awareness and buy-in with Government and Finance Sectors. 2) Expand and deepen the reach of the Parish Talk initiative to bolster SDG localisation and alignment efforts. 3) Deploy a second phase to support the expansion and further institutionalisation of the ECMIS system within the PIOJ and its utilisation by IDPs.

## II. FINANCIAL SUMMARY

RESOURCE AND EXPENDITURE REPORT						
Donor	Total Budget (US\$)	Programmable Budget (US\$)	UNDP Direct Payment/Reimbursements	Total Advances to IP (US\$)	Total IP Expenditure US\$	Remaining Funds (US\$) Prog. Budget minus Total Expenditure
	A	B	C	D	E	F= B-(C+E)
UNDP Funding Window	200,000	200,000	200,000 <sup>1</sup>	0	200,000	200,000
Government of Jamaica	17,500	17,278.98	17,278.98	0	17,278.98	221.02
<b>TOTALS:</b>	<b>217,000</b>	<b>217,278.98</b>	<b>217,278.98</b>	<b>0</b>	<b>217,278.98</b>	<b>221.02</b>

<sup>1</sup> Overspend of 3,538.91 reflected on 2019 Annual CDR , then corrected in 2020 CDR

### III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<b>Output 1.1: Online Platform completed</b>  <b>Baseline: 0 % completed</b>  <u>Targets:</u> 1.1.1 Online platform fully developed and populated with 100% of pilot phase data  <u>Indicators:</u> 1.1.1 Extent to which online platform is developed and populated	1.1.1 Engage consultants to support the development of the Online platform	17,000	85,027.09 <sup>2</sup>	Online platform (Vision 2030/SDG platform) was fully developed and populated with 100% of pilot phase data. Overall, this target was achieved.	Output fully achieved, the Govt will maintain the system at their own costs including expansion of features. Further, additional trainings will be led by the PIOJ of the various MDAs who will be utilising the system.  URL to system : <a href="http://devinfo-cloud.org/en/about">http://devinfo-cloud.org/en/about</a>
	1.1.2 Procure and install software and other required infrastructure to support the development of the online platform	33,500	7,072.00		
	1.1.3 Conduct testing/validation and launch of pilot phase of the platform	1,500	546.34		
<b>Output 1.2: Increased capacity of PIOJ staff to manage and use the online platform</b>  <b>Baseline: No staff trained</b>  <u>Targets:</u> 5 Staff trained in online platform (at least 30% of trainees are female)  <u>Indicators:</u> 1.2.2 Number of PIOJ Staff members trained to use the online platform	1.2.1 Engage consultant to develop training in management and use of the online platform	1,500	*One consultant firm engaged to develop platform and deliver capacity building training. Costs subsumed under activity 1.1.1.	Capacity building training completed for utilisation of the online platform reaching six staff members in the PIOJ. Target achieved.	
	1.2.2 Convene trainings of Government staff to manage the platform (inclusive of ICT and programmatic staff)	500.00	* Training and Visibility costs reprogrammed and subsumed under Activity 1.1.3	Change in awareness through pre-post survey was not measured.	

<sup>2</sup> \*(Budgeted amounts were insufficient to undertake Scope of Work. Funds reallocated across outputs to complete activities)

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<u>Targets:</u> 70%					
<u>Indicators:</u> 1.2.2 Percentage increase in knowledge of training participants					
<b>Output 1.3: Increased awareness and use of online platform</b>  <b>Baseline: 0</b>  <u>Targets:</u> 45  <u>Indicators:</u> 1.3.1 Number of key stakeholders who have used the online platform during the testing phase	1.3.1 Organize Launch and training of key stakeholders on use of the online platform (75700)	1,500	2,147.45	45	
<b>Output Total</b>		<b>\$ 55,500</b>	<b>\$94,792.88</b>		
<b>Output 2.1: Database Management Information System (DIMS) Completed</b>  <b>Baseline: None</b>  <u>Targets:</u> DIMS fully developed and populated with 50% of the pilot phase data for UN Projects  <u>Indicators:</u>  2.1.1 Extent to which DIMS is	2.1.1 Engage consultants to support the development of the DIMS	17,000	58,520.00	DIMS fully developed and populated with available data sets. Target achieved.	The project enabled the development of the External Corporation Management Information System (ECMIS) see DIMS. The ECMIS system supported the coordination work undertaken by the PIOJ particularly with projects/programmes funded by International Development partners.
	2.1.2 Procure and install software and other required infrastructure to support the development DIMS	33,500	*Funds reallocated to consultant fees, cloud-based system developed		
	2.1.3 Conduct testing/validation and launch of pilot phase of the DIMS	1,500	481.42		

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
developed and populated					The ECMIS experienced challenges with the late onboarding of the consultancy firm, notwithstanding, the project extension and recruitment of a data collection intern facilitated the completion of the system. Training sessions have been done on the use and maintenance of the system.
<b>Output 2.2: Increased capacity of PIOJ staff to manage and use the Database Management information System (DIMS)</b>  <b>Baseline: 0</b>  <u>Targets:</u> 10 Staff trained in use of the online platform (at least 30% of trainees are female)  <u>Indicators:</u> 2.2.1 Number of PIOJ staff members trained to use the DIMS  <b>Baseline: 70%</b>  <u>Targets:</u> 0%  <u>Indicators:</u> 2.2.2 Percentage increase in knowledge of training participants	2.2.1 Engage consultant to develop training in management and use of the DIMS  2.2.2 Convene trainings of Government staff to manage the DIMS (inclusive of ICT and programmatic staff)	1,500  500.00	*One consultant firm engaged to develop platform and deliver capacity building training. Costs subsumed under activity 2.1.1.  * Training and Visibility costs reprogrammed and subsumed under Activity 2.1.3	Capacity building sessions on the ECMIS(DIMS), reached 19 PIOJ staff members with increased knowledge documented on the system's use and maintenance. Target achieved.	The launch is still pending and will be undertaken by the PIOJ once the system is running.
<b>Output 2.3: Increased awareness and use of database management information system (DIMS) among key stakeholders</b>  <b>Baseline: 0</b>  <u>Targets:</u> 50	2.3.1 Organize Launch and training of key stakeholders on use of the DIMS	1,500.00		Not Achieved	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<u>Indicators:</u>  2.3.1 Number of key stakeholders who have used the DIMS during the testing phase (UN Country Team included)					
<b>Output Total</b>		55,500.00	59,001.42		
<b>Output 3.1: Comprehensive Innovative Financing Analysis completed and reflected in a draft policy brief</b>  <b>Baseline: No Policy Brief</b>  <u>Targets:</u> Draft Policy Brief  <u>Indicators:</u>  3.1.1 Draft Policy brief on innovative financing	3.1.1 Draft policy brief on innovative financing options  3.1.2 Present and Validate analysis with stakeholders	38,000  2,000	11,316.89 <sup>3</sup>  2,000	Draft Policy Brief and Report on Innovative Financing completed and disseminated to stakeholders	Through this outcome, the project executed a landscape analysis of opportunities for innovative finance in Jamaica. This research was presented in two key knowledge products, the Policy Brief, and Innovative Finance Report. While the primary objective

<sup>3</sup> Savings re-allocated to development of Online Platform Outcome 1



Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p><b>Output 3.2: Capacity of key stakeholders to identify and initiate innovative financing options in the context of Jamaica's national development priorities increased</b></p> <p><u>Targets:</u> 50 persons (at least 50% women)</p> <p><u>Indicators:</u> 3.2.1 Number of persons participating in Innovative Financing forums</p> <p><u>Targets:</u> 70%</p> <p><u>Indicators:</u> 3.2.2 Percentage increase in awareness of innovative financing options among select forum attendees</p>	3.2.1 Convene capacity building roundtables or similar sessions on innovative financing options arising from the analysis	5,000	4,167.45	20 stakeholders engaged across roundtables and validation sessions with 68% of attendees being female. Target was partially achieved.	was accomplished, there were gaps in the number of stakeholders engaged which could have been attributed to the novelty of the topic and associated level of interest.
<b>Output Total</b>		45,000	17,484.34		
<p><b>Output 4.1: Increased knowledge of local authorities on the alignment of the SDGs and Vision 2030 within their respective institutions and other corporate and operational planning processes</b></p> <p><b>Baseline: How to Guide not</b></p>	Activity 4.1.1 Develop How to guide to support the alignment at local level	0 <sup>4</sup>	0	How to Guide is drafted but not yet finalized. Target is partially achieved.	N/A

<sup>4</sup> No costs to Project. Completed internally by PIOJ

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p><b>developed</b></p> <p><u>Targets:</u> How to Guide completed</p> <p><u>Indicators:</u> 4.1.1 “How to Guide” on Alignment of Local Sustainable Development Plans (LSDPs) with Vision 2030 Jamaica and the SDGs developed</p>					
<p><b>Baseline: 0</b></p> <p><u>Targets:</u> 10</p> <p><u>Indicators:</u> 4.1.2 Number of Municipalities reached through local level capacity building interventions (Alignment training)</p> <p><u>Targets:</u> 10</p> <p><u>Indicators:</u> 4.1.3 Number of parishes reached through awareness building interventions (Parish Talk / outreach intervention)</p> <p><u>Targets:</u> 70 % increase in awareness of alignment</p>	<p>Activity 4.1.2 Implement “Parish Talk13” as a means of localizing Vision 2030 Jamaica and the SDGs among the local authorities and municipalities</p>	<p>34,000</p>	<p>36,083.41</p>	<p>13 parishes and municipalities were reached through trainings and Parish talk interventions. Target achieved.</p> <p>Final Report on Parish Talk : <a href="https://www.vision2030.gov.jm/wp-content/uploads/sites/2/2022/04/Parish-Talk-Report-2019-Final-April-11-2022.pdf">https://www.vision2030.gov.jm/wp-content/uploads/sites/2/2022/04/Parish-Talk-Report-2019-Final-April-11-2022.pdf</a></p> <p>Data on change in awareness was not collected.</p>	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$) as per ProDoc	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
processes among local authorities  <u>Indicators:</u> 4.1.4 Percentage increase in awareness of alignment processes among local authorities					
<b>Output Total</b>		34,000	33,134.49		
<b>Project Management Costs</b>	UNDP Direct Project Costs	10,000.00	9,384.73 <sup>5</sup>	N/A	
	GMS (3%) on Government Contribution	n/a <sup>6</sup>	503.20	N/A	
<b>TOTAL</b>			<b>217,278.98</b>		

<sup>5</sup> DPC charged across outputs, however totalled, and reflected here.

<sup>6</sup> Added subsequent to ProDoc approval (contribution letter from PIOJ annexed.)

#### IV. PARTNERSHIPS AND SUSTAINABILITY

Partnerships	Impact on/Contribution to Project Activities
Planning Institute of Jamaica	The project's primary outputs were targeted at strengthening Jamaica's capacity to plan, monitor and localize the achievement of the SDGs. As the secretariat of the National Development, the PIOJ was pivotal in advancing the achievement of the project activities. They directly engaged with key stakeholders, provided technical oversight and anchored the capacity strengthening initiatives within the operations of the institute. This has facilitated ownership and ongoing sustainability of the project and the products created.
<b>SUSTAINABILITY</b>	
<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>• Data for Development Platform &amp; ECMIS: the PIOJ will finance the required maintenance and upscaling costs related to the respective platforms. The organisation will also be advancing capacity building efforts within PIOJ and the wider public sector to build out additional dashboards and other requirements of the system. Extensive training in uses and maintenance of new dashboards and the monitoring utility/functions will be done. Internal process strengthening will also be done within the PIOJ to ensure the platforms remain viable and relevant.</li> <li>• Hosting for the ECMIS will be transitioned to the E-Gov facility once it is operational. The Data for Development Platform, however, will be retained by the external firm "Community Systems Foundation" based on hosting and maintenance requirements.</li> <li>• With regards to Innovative Financing, the various projects being developed through the UN System to test the various models and instruments form part of the sustainability of the work undertaken through this project. Increased and improved engagement of stakeholders will be required, including with the Minister of Finance &amp; Planning towards advancing Innovative Financing in Jamaica.</li> <li>• PIOJ is current costing the Medium-Term Socio-economic Framework (MTF) which will provide key insights into the development financing gap and where there is a need to deploy Innovative Financing.</li> </ul> <p><b>Opportunities for Scaling &amp; General Recommendations of Board:</b></p> <ul style="list-style-type: none"> <li>• There are opportunities to continue strengthening capacity and to institutionalise the various platforms established by the project. Where possible, UNDP can continue to provide technical support in this regard. Connecting to the UNINFO system is one such way.</li> <li>• The COVID -19 Pandemic has had widespread socioeconomic impact and further reiterates the need for advancing Innovative Financing. As part of the COVID-19 recovery efforts, there should be continued efforts to test and scale suitable financing instruments in Jamaica.</li> <li>• Engagement with MOFP will be key in shifting political buy-in into Innovative Finance. Possible entry point already endorsed by the Minister are include Disaster Risk Financing.</li> </ul>	

## **Annex I Combined Delivery Report (Separate Attachment)**

## [Annex II Assets and Inventory](#)

**Click icon and complete Assets Inventory**



AssetInventoryTemp  
late.xls

## Annex III Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	<p>Risk Category : Capacities of Partners</p> <p>The success of the online platforms and ECMIS systems are dependent on the capacities of the Govt. parties to utilize, update and maintain the systems. Also important is quality of data.</p> <p><i>Cause : Absence of capacities required will reduce the likelihood of achieving the results</i></p> <p><i>Impact : Reduced benefits realization</i></p>	21/05/2020	Operational	Impact – 3 Likelihood – 3 Risk Level - Moderate	Recruitment of UNV or intern to support the Govt in populating the systems – action taken	Richard Kelly	Stacy-Ann Tomlinson-Knox	31/12/2020	Ongoing
2.	<p>Risk Category : Community health, safety and security</p> <p><i>Cause : COVID-19 will impact project implementation and attainment of results</i></p> <p><i>Impact : Slowed/delayed project implementation.</i></p>	21/05/2020	Environmental Other	Impact- 3 Likelihood – 3 Risk Level - Moderate	Continuous engagement of stakeholders via virtual means – action taken and project results achieved virtually or through hybrid means.	Richard Kelly	Stacy-Ann Tomlinson-Knox	31/12/2020	Dead

## Annex IV Lessons Learned

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
1.	Participation	2021	<p>Successful completion of Data for Development Platform:</p> <p>Complex IT projects require a participatory and consultative approach towards its development to correctly elaborate the user requirements of the system.</p> <p>Early identification of user requirements was also key to the success of the platform development.</p>	N/A	IT, Technical, Programmatic and Procurement staff were consulted to inform the design of the TORs for the IT firms as well as to monitor the project's implementation.	Stacy -Ann Tomlinson-Knox
2.	Project Management & Design	2020	n/a	<p>Procurement Delays impacted the project's implementation:</p> <p>The development of online platforms or similar systems cannot be completed in a 12-month period. The delays in procurement as well as the required levels of engagement and consultation requires a minimum an 18 -24-month</p>	Project was extended with additional resources provided by the PIOJ to facilitate the completion of the system and the achievement of the project's results.	Stacy -Ann Tomlinson-Knox



#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
				<p>period.</p> <p>Longer time spans would have also been useful in the execution of the Parish Talks and Innovative Financing study.</p>		
3.	Project Management & Design - ECMIS	2020	N/A	<p>The ECMIS system scope was broad and complex, attempting to cover various IDP programmes with varying user requirements:</p> <p>Given the timeframe of the programme and the nature of the solution, a simpler system should have been designed with opportunities to expand at a later point. Efforts to design a system to meet multiple donor/IDP requirements might have been too ambitious.</p>	<p>Project was extended with additional costing provided by the PIOJ to allow the completion of the system and the achievement of the project's results.</p>	Stacy-Ann Tomlinson-Knox
				Delays were also seen in the		


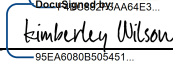
#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
				<p>onboarding of a suitable consultancy firm which resulted in a short time frame within which to develop the ECMIS:</p> <p>Consultant was also not a best fit for the project, as they did not understand the programmatic requirements of the system. This could have been addressed by onboarding a subject matter expert to support the firm's IT skillsets.</p>		
				<p>User requirements were not fully elaborated early during the project and shifted based on the expanding scope of the project:</p> <p>Early identification of user requirements should have been attained and elaborated in the TOR. A fast-tracked procurement</p>		

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
				process should have also been employed to ensure sufficient time was allocated to the project.		
4.	Institutionalisation – Innovative Financing	2020	N/A	While the project achieved its objective of conducting research on Innovative Financing Opportunities in Jamaica, there was limited engagement of stakeholders.	<p>The limited engagement of stakeholders could have been attributed to the time available to complete the proposed scope of work. This impacted not only the consultant’s research but reduced the time available for robust sensitisation and capacity strengthening.</p> <p>The area of Innovative Financing is complex and new to many of the stakeholders who were engaged. Multiple sensitisation and engagement sessions may have been needed to ensure there is an increased understanding of the topic and the implications in the Jamaican context. Further, strategic engagement with and through the Ministry of Finance &amp; Planning from the onset would have been beneficial.</p>	Stacy-Ann Tomlinson-Knox

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
					<p>While the Innovative Financing analysis completed was sound, the identification of only one instrument/model narrowed the focus and its likelihood of being catalysed in the country. It is recommended that there is further exploration into other models/instruments which can be used in Jamaica. The narrow focus on Impact Investment may have also contributed to the limited participation of stakeholders in the project.</p> <p>To ensure that a suitable and enabling environment is established for the success of Innovative Financing interventions, further and ongoing capacity strengthening is required for both Government, Private Sector and Finance stakeholders.</p>	

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
5.	Institutionalization  (Parish Talk)	2020	n/a	<p>Extent to which alignment processes at Municipal level are fully understood and being undertaken:</p> <p>There are capacity gaps among Local level stakeholders to align their planning with national level processes. There were also knowledge and capacity gaps in strategic planning and its importance.</p>	<p>There is therefore a need for structured, continuous engagement at the local level beyond the project period. These interventions require the development of tailored workshops and materials reflective of the audience needs and knowledge gaps.</p>	Stacy-Ann Tomlinson-Knox
6.	Engagement	2020	<p>Extent to which the UN System through the RCO has been engaged and linkages made to the reporting platform UN-INFO &amp; ECMIS.</p> <p>There are similarities and complementarities between both the ECMIS and the UNINFO platform which have not been explored and</p>	N/A	<p>PIOJ in second phase of the ECMIS will engage the RCO and advance discussions on the UN-INFO.</p>	Stacy-Ann Tomlinson-Knox

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
			leveraged.			

<b>Project Management:</b>	Prepared by: 	Date: 20-Dec-2022
	Approved by: 	Date: 21-Dec-2022

<b>UNDP Resource Persons:</b>	Name, Programme Advisor – Governance, E & E, Poverty	
	Name, Programme Analyst – Governance, E & E, Poverty	
<b>Accepted by:</b>	_____	Date: _____