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PROJECT DOCUMENT

[Jamaica]

Project Title: Advancing the SDGs through Vision 2030 Jamaica

Project Number: 00117579

Implementing Partner: UNDP Jamaica Country Office (DIM)

Start Date: 15 February 2019

End Date: 31 December 2019

PAC Meeting date: 11 March 2019

Brief Description

Jamaica has made significant strides in localizing and integrating the Sustainable Development Goals (SDGs) in its planning framework, evidenced by the close alignment of the country's national development plan, Vision 2030 Jamaica with the 2030 Agenda for Sustainable Development. Because of its ability to galvanize multi-sector and multi-stakeholder partnerships around integrated and multi-dimensional solutions, UNDP, as "integrator" has contributed significantly to ongoing advancement of the SDGs through enhanced coordination mechanisms, development of a Roadmap for SDGs Implementation in Jamaica, expansion of public awareness on the 2030 Agenda and its alignment with Jamaica's development plan, and strengthening of national capacity to produce high quality data for monitoring the SDGs. In this project, UNDP will provide support to Jamaica in strengthening its capacity to Monitor, Evaluate and Report on the progress of Vision 2030 Jamaica and the SDGs. Additionally, research will also be conducted to accelerate innovative financing options and build capacity at the parish level to localize Vision 2030 Jamaica and the SDGs.

Contributing Outcome: MSDF/CPD, RPD or GPD):

Access to equitable social protection systems, quality services and sustainable economic opportunities improved.

Indicative Output(s):

Output 1: Jamaica's capacity to monitor, evaluate and report on progress towards attainment of the goals of Vision 2030 and advancement of the SDGs enhanced.

Output 2: Capacity to measure the contribution of international development partner support/assistance towards the achievement of Vision 2030 Jamaica and the SDGs improved

Output 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

Output 4: Increased capacity of local authorities and municipalities to align local sustainable development plans with the national development plan and SDGs targets

Indicative Output(s) with gender marker²: GEN 2

Total resources required:	USD 220,000.00	
Total resources allocated:	UNDP TRAC:	200,000
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	20,000	

Government	UNDP
Print Name: BARBARA SCOTT	Print Name: Ebe Lavenu-Chouinard
Date: April 9, 2019	Date: 28 March 2019

P.R. & i.

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)



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DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Jamaica had an estimated population of 2.73 million people in 2017. The country is classified as upper middle income² with a Human Development Index (HDI) value of 0.732³ in 2017, with an HDI rank of 97 of 189 countries. The country's Gross Domestic Product per capita was US\$ 5,824.03⁴ in 2017 with a 0.5% growth in the economy for Fiscal Year (FY) 2017/18 relative to the preceding FY. From 115% in 2017, Debt/GDP ratio is expected to fall below 100%⁵ by the end of FY 2018/19. Although upper middle-income, Jamaica struggles with low growth, relatively high public debt, vulnerability to external shocks, provision of adequate safety and security and standard of living for all its citizens as well as ensuring that no one is left behind.

Being committed to providing sustainable development and prosperity for the Jamaican people, especially vulnerable persons, the Government of Jamaica (GOJ) is implementing Vision 2030 Jamaica – National Development Plan. Vision 2030 Jamaica, coordinated by the Planning Institute of Jamaica (PIOJ), aims at putting Jamaica in a position to achieve developed country status by 2030. With its four (4) broad goals, Vision 2030 Jamaica comprehensively outlines the country's national development priorities and is highly aligned to the SDGs, evidenced by a Rapid Integrated Assessment (RIA) conducted by UNDP in 2016. Critical to Jamaica's development agenda is the enhancement of capacity to achieve the goals of Vision 2030 Jamaica and the SDGs.

With the objective for Jamaica to achieve developed country status by 2030, the achievement of Vision 2030 Jamaica requires an efficient and robust monitoring, reporting and evaluation framework. Whilst this framework of indicators and targets exists and is robust, an online system will enhance the quality of reporting and allow for greater access to the development results by all stakeholders. In 2013, an online system was established but inherent flaws in its design, resulted in an inability to update the system as new data became available. As such, the existing system can be deemed insufficient to meet the current needs. Inadequate monitoring and reporting on development progress represent a critical gap in Vision 2030 Jamaica's results-based management and evidence-based approach to plan implementation by GOJ to address issues impacting achievement of agreed development targets in Vision 2030 Jamaica and associated three-year Medium-Term Socio-economic Policy Framework (MTF). Furthermore, in advancing the country's development, the GOJ supports, and is placing emphasis on the alignment of the SDGs to Vision 2030 Jamaica as a means of making its own contribution to the global agenda and 'leaving no one behind'.

The strong commitment of the GOJ to accelerate the achievement of the goals of Vision 2030 Jamaica, the SDGs and ensuring that no one is left behind, impels significant, efficient and timely development financing and investments. Notwithstanding development gains, Jamaica is still challenged in finding enough financing to fund its development programmes. In addition, Jamaica's 2018 Voluntary National Review report indicated that financing for the SDGs is a key challenge for the Government, highlighting the need to establish mechanisms for sustainable

² World Bank

³ Human Development Report, 2017

⁴ Economic and Social Survey Jamaica, 2017

⁵ IMF Report, 2018

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The GOJ has given primacy to the localization and attainment of Vision 2030 Jamaica and the SDGs. However, capacity is inadequate within local authorities or municipal corporations across the 14 parishes of Jamaica to integrate Vision 2030 Jamaica and the SDGs into local level plans, such as the local sustainable development plans (LSDPs), as well as the corporate and operational plans of these authorities. Integration of the country's National Development Plan and the SDGs at the local level not only ensures alignment with national, regional and global efforts to accelerate the 2030 Agenda but also bolster local capacity to ensure that everyone benefits from development gains within the country. Effective and sustained reduction in poverty and inequality is contingent on aligned efforts at the national, local and community levels.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The GOJ has committed to achieving both national and global development targets through its National Development Plan and the SDGs. Key to this process will be the strengthening of the monitoring, reporting and evaluation framework using technology. A key component of tracking development impact, outlined by PIOJ, is an integrated online system to facilitate reporting on progress towards the attainment of Vision 2030 Jamaica and the SDGs⁶. As such, the project will seek to pilot a customized digital online system managed by the PIOJ to allow for tracking of the four national goals and fifteen national outcomes of the National Development Plan. This platform will be a useful monitoring tool for the GOJ and its partners, particularly for the Vision 2030 Jamaica secretariat, which is housed at the PIOJ.

The project also will establish a database management information system (DIMS) to facilitate reporting on development programmes being implemented or supported by the UN agencies and other International Development Partners (IDPs) and their contribution to the attainment of the SDGs and Vision 2030 Jamaica. This DIMS will be piloted using data from the United Nations Country Implementation Plan (CIP) which can be scaled to include additional IDPs. It is expected that the establishment of these two ICT solutions along with associated training exercises will result in improved capacity of the country to monitor, evaluate and report on progress towards the attainment of the goals of Vision 2030 Jamaica and the advancement of the SDGs. This pathway of change as depicted in Annex 1, assumes that the provision of an online platform will enhance the monitoring and reporting processes as well as strengthen coordination with key stakeholders such as MDAs of the GOJ. This assumption will be critical to the success of the system as well as that the project has built in mechanisms to facilitate extensive consultation and to facilitate the design of a tailored online system responsive to the needs of the end-user.

Achieving the country's development priorities will require significant investments to fund programmes and projects aligned to the MTF and advancing the SDGs. While Jamaica has achieved notable gains under its Economic Reform Programme, accessing adequate financing for development is a major challenge. The designation of Jamaica as an Upper Middle-Income Country has contributed to a situation of dwindling external resources and therefore placed more pressure on the country's limited resources. These factors create the imperative for the exploration of innovative financing to fund important programmes and projects. As such, the exploration of innovative financing to fund important programmes and projects is critical. The

⁶ Consultative meetings held in December 2018

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project will support capacity strengthening to identify and implement innovative financing instruments which will contribute to increased and targeted development investments addressing Jamaica's development priorities. Additionally, the tracking of the indicators and targets under Vision 2030 Jamaica through the aforementioned online platform will reflect partly the effect of investments on the country's development progress. This strategy was identified as a next step in establishing sustainable innovative financing for the country through an Innovative Financing forum held in Kingston, Jamaica in 2018⁷. A key assumption therefore, is that the Government is interested and committed to exploring and implementing innovative financing instruments.

Advancement of the SDGs and Jamaica's development agenda hinge on alignment in national and parish-level institutions and their respective corporate and operational planning processes. While much work has been done at the national level, gaps in alignment remain at the parish and municipal level. The central tenet is that full achievement of the country's national development priorities necessitates alignment of Vision 2030 Jamaica and the SDGs at all levels. Alignment has been a challenge, especially at the local level due to limited capacity. The project throughout all its components will focus heavily on capacity building with a specific training on alignment at the municipal level. The result will be the alignment of corporate and operational plans at the local level that are aligned to both Vision 2030 Jamaica and the SDGs. This will be coupled with the increased awareness at the local level of Vision 2030 Jamaica and the SDGs through participatory sessions.

The overall "theory of change" of the project is therefore that, if the afore-listed results of the project are achieved then there will be an improvement of national and local capacity to attain the goals of Vision 2030 Jamaica and the SDGs. The project will complement and build on current efforts to advance the country's national development plan and the 2030 Agenda for Sustainable Development. A summary diagram of the theory of change is shown in Annex 1.

⁷ Innovative Financing Forum, October 2018

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III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Overall the project will directly contribute to enhanced capacity of the GOJ to achieve the goals of Vision 2030 Jamaica and advancement of the SDGs. This will be achieved through four project 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

Outcome 4 Increased capacity of local authorities and municipalities to align Local Sustainable Development Plans with the National Development Plan and SDGs

Under Outcome 1 "Capacity to Monitor, Evaluate and Report on progress towards attainment of the SDGs and goals of Vision 2030 Jamaica improved", a system will be established to bolster the monitoring and reporting of progress towards attainment of the NDP and SDG targets. The online platform which will serve to complement and strengthen the country's national capacity to monitor and evaluate the achievement of its 4 national goals and 15 national outcomes as well as report on progress in advancing the global agenda. The online platform will include the dashboard of indicators contained in Vision 2030 Jamaica and will facilitate the monitoring of progress on attainment of the NDP targets. It is envisioned that the online platform will provide users with a snapshot of how Jamaica is progressing towards meeting its Vision 2030 Jamaica targets as well as the SDGs.

The outputs contributing to the attainment of Outcome 1 are as follows:

- Output 1.1 Online Platform completed
- Output 1.2 Increased capacity of PIOJ Staff to manage and use the online platform
- Output 1.3 Increased awareness and use of online platform

Under Outcome 2 "Capacity to measure the contribution of international development partner support/assistance towards the achievement of Vision 2030 Jamaica and the SDGs improved", a database management information system will be established to facilitate the collation of data from key projects and programmes that are aligned to Vision 2030 Jamaica and SDG indicators. The proposed structure of the system should also facilitate tracking of progress on the implementation of programmes and projects captured in the UN Country Implementation Plan and other initiatives which may fall outside of the CIP. The system will also be scaled to include information on projects supported by other IDPs where appropriate. Collectively, both the online platform and the DIMS will strengthen the PIOJ's, and by extension the GOJ's capacity to track the country's development results and identify gaps for targeted resource mobilization and leveraging of partnerships. It will further enable timely corrective measures by Government to address issues preventing achievement of agreed targets in Vision 2030 Jamaica and the SDGs. This activity is in line with the thrust towards the roll-out of an e-government system, to provide access to information for all through the application of digital technology. Where possible, the proposed platform and database management information system will be interfaced with other systems to facilitate congruence.

The outputs contributing to the attainment of Outcome 2 are as follows:

- Output 2.1 Database Management Information System Completed
- Output 2.2 Increased capacity of PIOJ staff to manage and use the Database Management Information System (DIMS)
- Output 2.3 Increased awareness and use of DIMS among key stakeholders

The focus of Outcome 3 is to facilitate an analysis of innovative financing opportunities within the Jamaican context. This will be reflected in a policy brief detailing an analysis of innovative financing mechanisms that would be applicable to the Jamaica context and aligned to the eight priority areas set out in MTF 2018 - 2021. This policy brief would be a follow-up on concrete action emerging from a UNDP funded forum on innovative financing instruments held in collaboration with the Planning Institute of Jamaica (PIOJ) in October 2018. This forum exposed stakeholders from the public and private sectors and civil society organizations to new instruments – green bonds, blended financing, impact investments etc. for financing development. The policy brief will also identify the impediments to using a particular instrument as well as the structures or conditions that must be in place to benefit from the introduction of these instruments. Once the policy brief is developed, a series of forums will be held, and the brief would be used as a mechanism to effectively engage senior technocrats in the Ministry of Finance and the Public Service amongst others. Outcome 2 “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” will be achieved through two outputs:

- Output 3.1 Comprehensive Innovative Financing Analysis applicable to the Jamaican Context, reflected in a draft policy brief.
- Output 3.2 Capacity of key stakeholders to identify and initiate innovative financing options in the context of Jamaica’s national development priorities increased

Outcome 4 will focus on activities to build capacity and raise awareness of Vision 2030 Jamaica and the SDGs at the local level. Capacity development will target local authorities or municipal corporations across the 14 parishes of Jamaica aiming to localize Vision 2030 Jamaica and the SDGs into local level development and operational plans. This activity will find early traction under MTF 2018 – 2021 as 8 local authorities are actively engaged in the development of their Local Sustainable Development Plans (LSDP). The outcome will be primarily achieved through the implementation of the Parish Talk initiative which includes capacity building sessions for the technical staff of the local authorities as well as the Chamber of Commerce for each parish and awareness building interventions among the general population. The outcome will therefore result in increased understanding of the National Development Plan (NDP) and the alignment with the SDGs. Additionally, the project will facilitate the participation of the project team in regional sharing forums to allow for knowledge transfer across countries implementing similar SDG initiatives. The outcome will therefore be achieved through two outputs:

- Output 4.1 Increased knowledge of local authorities on the alignment of the Vision 2030 Jamaica and SDGs within their respective institutions and other corporate and operational planning processes
- Output 4.2 Increased awareness of key stakeholders on the SDGs & Vision 2030

Through the afore-mentioned outcomes, the project will directly contribute to UNDP Strategic Output 1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.

Resources Required to Achieve the Expected Results

Success of the project will require the support of UN agencies as well as GOJ partners. Financing required to achieve the outputs of the project is US\$220,000 of which US\$200,000 has been secured from TRAC-2 and an additional US\$20,000 will be mobilized. Funds will be used to finance the purchase of hardware and software for the online platform, database management system and subsequent testing and launch. A consultant will be recruited to develop, test and deliver training on the online platform. Enhancing capacity to explore and utilize innovative financing mechanisms will require detailed research and analyses and targeted sessions to improve in-country capacity. As such, an innovative financing expert will be contracted to undertake the research and deliver the capacity building sessions. UNDP Jamaica will draw on the expertise within UNDP (global) to provide technical oversight for this component of the project. The PIOJ and the Ministry of Finance will play a key role in supporting the achievement of the output.

The support of the municipal corporations as well as the Chamber of Commerce will be critical for the success of the third component of the project, Improvement of local capacity to integrate Vision 2030 Jamaica and the SDGs in local planning frameworks will be mainly done through an Initiative called "Parish Talk" which comprises workshops targeting selected staff of the municipal corporations as well as Chambers of Commerce. These workshops are normally spearheaded by the Vision 2030 Jamaica Secretariat. Additionally, under Parish Talk members of the general public and tertiary level institutions will benefit from an improved understanding of Vision 2030 Jamaica and the SDGs through road shows, booth set up, distribution of material and other paraphernalia.

Being directly implemented, the project will benefit from the technical support and oversight from the Country Office as well as global experts in UNDP where necessary. The PIOJ team will also be co-implementors of the project thus providing technical support.

Partnerships

UNDP will work primarily with the Vision 2030 Jamaica Secretariat of the PIOJ, which is responsible for coordinating the efforts of all partners in achieving the objectives of the MTF and Vision 2030 Jamaica. The PIOJ will manage the online Integrated, Monitoring, Evaluation and Reporting platform. During the initial phase of implementation, data related to projects of UN Agencies will be populated to facilitate testing of the platform; therefore, significant consultation among these entities will be required. Each UN entity will be requested to support population of its programmatic data; provide feedback on the platform and assist in the formulation of monitoring and reporting processes, especially related to the CIP.

In addition, PIOJ will lead on the engagement of the Ministry of Finance and other relevant MDAs, IDPs, the private sector, non-government organizations, and entities within civil society. The Ministry of Finance will play a critical role in the analysis of the innovative financing options for the country. Spearheaded by PIOJ and supported by the CO, the engagement of international development partners on innovative financing for the SDGs has already begun. International development partners will also be called upon to assist in strengthening the country's capacity in identifying suitable innovative financing mechanisms. International and local consultants and firms will be used to provide expertise and services where available.

Consultations and participation of other IDPs will be paramount, and UNDP in its integrator role will support the Government in developing partnerships with multiple stakeholders across United Nations, Government Ministries, Civil Society and Private Sector.

Risks and Assumptions

Several risks have been identified for this project which are detailed in Annex 4, Risk log which if not managed will negatively impact the attainment of the project results.

A key assumption of the project is that the provision of the online platform and database management system will result in greater monitoring and reporting on Vision 2030 Jamaica and the SDGs. There are, however, risks associated with the introduction of such systems. One key risk would be limited data to populate the online reporting system which could pose a risk to the utility and functioning of the system. Specifically, there may be gaps in available data from the partner entities, as well as issues with data quality and format. To address this risk, baseline assessments of data should be conducted prior to the design and launch of the platform to adequately design the system to be responsive to the local context. The system should also be designed to respond to the existing capacity within PIOJ to manage the database management system and platform. UNDP will also work with the PIOJ and the key agencies to identify adequate sources of data.

In introducing new technology such as the online platform, which is intended to improve existing processes, it is assumed that there will be buy-in by stakeholders to use and maintain the system. Additionally, there is also the assumption that staff will have the capacity to use the system and integrate it as part of their daily functions. Some of the risks related to these assumptions include insufficient capacity among end users to use and maintain the system and resistance to technology. To mitigate these risks, an initial assessment will be conducted by the consultant designing the platform to identify the training needs and existing capacities of select staff. This will ensure that the training component will be responsive to the needs and result in increased knowledge of the use and maintenance of the system. Additionally, recommendations on maintenance and hosting of the system will be identified which will fit into the operational budget of the responsible entity (PIOJ).

Resistance to automation and technology could also be a major hurdle as most people would have been used to their manual process of submitting, consolidating, verifying and producing reports. A key mitigating action would be to ensure that the stakeholders are engaged throughout the design, testing and launch of the online platform and database management information system (DIMS) to increase the likelihood of ownership and reduce negative perceptions.

An additional risk in relation to the online platform and DIMS are potential delays in data provision and policies/protocols around data sharing. Similar to the aforementioned mitigation actions, early and ongoing consultative sessions will be key as well as the drafting of MOUs where necessary with regards to data sharing.

Stakeholder Engagement

The stakeholder engagement strategy is outlined in Table 1 below:

Stakeholder Name	Stakeholder Category	Stakeholder Analysis ⁸	Role in Project	Engagement Strategy
Planning Institute of Jamaica	Government	Importance for Project Success : 5 Degree of Influence : 5	PIOJ is the main partner and beneficiary of the project. Activities will be implemented in collaboration with both the SDG and Vision 2030	1. Regular update and planning meetings to finalize work plans, budgets and terms of references 2. Member and co-chair of steering committees and any sub-committee

⁸ **Importance for Project Success:** 1= Little/No Importance, 2= Some importance, 3= Moderate Importance, 4= Very Important, 5= Critical player. **Degree of Influence:** 1= little influence, 2= Some influence, 3= Moderate influence, 4= Significant influence, 5 = Very influential. .

Stakeholder Name	Stakeholder Category	Stakeholder Analysis ⁸	Role in Project	Engagement Strategy
			Secretariats housed at PIOJ. Additionally, PIOJ will be co-chair of the project board and provide general oversight and monitor the project's implementation	related to the project's implementation
The SDG Core Group	Mixed* comprising multiple stakeholders	Importance for <i>Project Success</i> : 4 Degree of Influence : 3	The core group will be consulted through the PIOJ to provide support and technical advice on the implementation of the project	<ol style="list-style-type: none"> 1. Sharing of project documentation including work plans, event concepts and terms of references when required 2. Involvement of subject matter experts from the core group in events, training etc.
Statistical Institute of Jamaica	Government	Importance for <i>Project Success</i> : 3 Degree of Influence : 3	STATIN will be consulted in shaping the requirements for the online platform.	<ol style="list-style-type: none"> 1. Consultative sessions around the development of the online platform. 2. Member of PSC and any relevant Technical Working Groups.
Office of the UN Resident Coordinator	United Nations	Importance for <i>Project Success</i> : 5 Degree of Influence : 4	The RCO is expected to support with the piloting of the DIMS through the use of the CIP and provision of co-financing	<ol style="list-style-type: none"> 1. Consultative meetings and sessions around the development of DIMS 2. Member of PSC and relevant technical working groups
Ministry of Local Government & Community Development	Government	Importance for <i>Project Success</i> : 3 Degree of Influence: 3	MLGCD will be critical to the success of the municipal level capacity building for localizing Vision 2030 Jamaica and the SDGs	<ol style="list-style-type: none"> 1. Consultative and planning meetings to shape the implementation of component three. 2. Sharing of project progress via reports.
Ministry of Finance & Public Service	Government	Importance for <i>Project Success</i> : 5 Degree of Influence: 4	MOFPS will be critical to provide support to the shaping of the policy brief to inform the country on sustainable financing for the SDGs.	<ol style="list-style-type: none"> 1. Consultative and planning meetings to shape the implementation of component two. 2. Sharing of project progress via reports. 3. Member of PSC and

Stakeholder Name	Stakeholder Category	Stakeholder Analysis ⁸	Role in Project	Engagement Strategy
			Additionally, the MOFPS is currently establishing a centralized platform to track and manage development investments which provides an opportunity for partnership.	relevant technical working groups

South-South and Triangular Cooperation (SSC/TrC)

South - South cooperation is not an explicit output of this project, there are however opportunities for sharing between the UNDP Country offices who are implementing similar projects. The inception workshop to be hosted in Panama will provide an opportunity to identify partnerships and best practices in achieving project results.

Knowledge

The main knowledge products to be produced by the project are the online platform and database management information system which will serve to update users on progress made in attaining the national development targets. Additionally, the policy brief when published will provide useful insight on the opportunities for innovative financing in Jamaica. This will be particularly beneficial to GoJ, IDPs and Private Sector stakeholders. The "How To Guide" to support local authorities in aligning local level sustainable development and implementation with Vision 2030 Jamaica will also serve as an important knowledge product.

Several workshops and forums will also be convened to support participation and sensitization on the project and its various components including for the online platform, database management information system and the process of localising the SDGs into local planning processes. Additionally, the project will produce a final project report which will document key lessons learnt generated by the project.

Sustainability and Scaling Up

A key strategy to sustain the project results is through capacity building of the target audience to utilise the systems established. The capacity building will come in the form of training, sensitisations, provision of equipment and technology which will enable the full utilisation and maintenance of the online platform and database management information system. Specifically, activities include:

1. Extensive capacity building of Information Technology staff at the PIOJ to manage and maintain the online platform and database management information system
2. Extensive capacity and awareness building of the end users on the use and value of the online system and database management information system
3. Database management information system and platform will be designed with consideration for the current and future financial and technological constraints of the PIOJ to ensure that it can be sustained by the entity. Additionally, the project will invest the necessary hardware and software inclusive of warranties and contracts to support maintenance for the first year of its use.
4. Where possible, the project will seek to mainstream the online platform with the GOJ's e-government mechanism.

Additionally, the policy brief which will be drafted on innovative financing will provide guidance on how to develop further initiatives on mobilizing financing for the SDGs using instruments best suited for the local context and the national development goals of the country.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project is part of a larger initiative led by the Government of Jamaica to advance Vision 2030 Jamaica and the SDGs. The project therefore complements other efforts in this regard. The strategy for cost effectiveness includes targeted areas that will produce strategic results to enable the advancement of Jamaica's development agenda towards the achievement of the SDGs. As an example, the awareness and capacity building initiatives at the local level will build on the existing Vision 2030 Jamaica "Parish Talk" and the UNDP supported SDG Roadshows. As far as possible the project will utilize existing mechanisms to achieve expected results. Additionally, the project will be heavily supported by key institutions such as PIOJ and other key agencies substantially reducing the cost for external support.

Project Management

The project will be administered under the DIM modality UNDP Jamaica CO with dedicated Focal Points within the UNDP. Most of the project activities will be done by the PIOJ in collaboration with UNDP and with far-reaching results. Based on the size and nature of the project, there will be no audit or evaluation administered.

V. RESULTS FRAMEWORK⁹

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Access to equitable social protection systems, quality services improved and sustainable economic opportunities improved</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Output 1.3: Global and national data collection, measurement and analytical systems in place to monitor progress on the post-2015 agenda and sustainable development goals Output 1.4: Functions, financing and capacity of subnational-level institutions enabled to deliver improved basic services and respond to priorities voiced by the public</p> <p>Applicable Output(s) from the UNDP Strategic Plan: 1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyze progress towards the SDGs, using innovative and data-driven solutions</p>							
Project title and Atlas Project Number:							
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Mid- Year (August 2019)	FINAL (December 2019)	
Output 1.1 Online Platform completed	1.1.1 Extent to which online platform is developed and populated	Project Report, Consultation Report	0 % complete	2019	None	1	<p>Online platform fully developed and populated with 100% of pilot phase data</p> <p>Data collection methods: Observation, stakeholder consultations, official and other relevant national statistics</p> <p>Risks: Availability of relevant data, delay in procurement process which might negatively affect the achievement of the output</p>

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹⁰ It is recommended that projects use output indicators from the Strategic Plan IRRE, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1.2 Increased capacity of PIOJ staff to manage and use the online platform	1.2.1 Number of PIOJ staff members trained to use the online platform	Training Report Training Register	No staff Trained	2019	0	5 Staff trained in use of the online platform (at least 30% of trainees are female)	Data collection method: Surveys, focus group discussions, interviews. Risks: Unavailability of relevant staff members to attend the training sessions
	1.2.2 Percentage increase in knowledge of training participants	Pre and Post test results Training Report	0	2019	0%	70%	
Output 1.3 Increased awareness and use of online platform	1.3.1 Number of key stakeholders who have used the online platform during testing phase	Event Registers Google/Site Analytics	0	2019	0	45	Data collection method: Surveys Risks: Limited use of the platform resulting from inadequate sensitization
	2.1.1 Extent to which DIMS is developed and populated	Project Report, Consultant Report	0 % complete	2019	None	DIMS fully developed and populated with 50% of pilot phase data for UN projects	Data collection methods: Observation, stakeholder consultations Risks: Availability of relevant data, delay in procurement process which might negatively affect the achievement of the output
Output 2.2 Increased capacity of PIOJ staff to manage and use the Database Management information System (DIMS)	2.2.1 Number of PIOJ staff members trained to use the DIMS	Training Report Training Register	No Staff Trained	2019	0	10 Staff trained in use of the online platform (at least 30% of trainees are female)	Data collection method: Surveys, focus group discussions, interviews. Risks: Unavailability of

	2.2.2 Percentage increase in knowledge of training participants	Pre and Post test results Training Report	0	2019	0%	70%	relevant staff members to attend the training sessions
Output 2.3 Increased awareness and use of database management information system (DIMS) among key stakeholders	2.3.1 Number of key stakeholders who have used the DIMS during the testing phase (<i>UN Country Team included</i>)	Event Registers	0	2019	0	50	Data collection method: Surveys Risks: Limited use of the DIMS resulting from inadequate sensitization
Output 3.1 Comprehensive Innovative Financing Analysis completed and reflected in a draft policy brief	3.1.1 Draft Policy brief on innovative financing	Project Report	No Policy brief exists	2019	No Policy Brief	Draft Policy Brief	Data collection method: Document review, stakeholder consultation Risks: Lack of participation by stakeholders, unavailability of relevant documents
Output 3.2 Capacity of key stakeholders to identify and initiate innovative financing options in the context of Jamaica's national development priorities increased	3.2.1 Number of persons participating in Innovative Financing forums	Project Report	0	2019	0	50 persons (at least 50% women)	Data collection method: focus group discussions, interviews.
	3.2.2 Percentage increase in awareness of innovative financing options among select forum attendees	Consultant Report	0	2019	0	70%	Risks: Unavailability of relevant staff members to attend the forum

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	4.1.1 "How to Guide" on Alignment of Local Sustainable Development Plans (LSDPs) with Vision 2030 Jamaica and the SDGs developed	Project Report	"How to Guide" exists not developed	2019	"How to Guide" not developed	"How to Guide" completed	Data collection method: Document review, Input from Technical Committee, stakeholder consultation Risks: Lack of participation by stakeholders, unavailability of relevant documents
	4.1.2 Number of Municipalities reached through local level capacity building interventions (Alignment training)	Project Report, Registers	0	2019	4	10	Data collection methods: Document review Risks: lack of participation by key stakeholders
	4.1.3 Number of parishes reached through awareness building interventions (Parish Talk / outreach intervention)	Project Report, Registers	0	2019	4	10	Data collection methods: Document review Risks: lack of participation by key stakeholders
	4.1.4 Percentage increase in awareness of alignment processes among local authorities	Project Report, Registers	0	2019	0	70% increase in awareness among local authorities	Data collection methods: Document review Risks: lack of participation by key stakeholders

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Bi-monthly	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Bi-monthly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Bi-monthly	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Twice, Design and Appraisal and Closure	Areas of strength and weakness will be reviewed by project management and used to inform project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Monthly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders,	Midterm and at the end of the project			

	<p>consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>	(final report)			
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. Close to project close-out, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>At least two times for the duration of the project</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

VII. MULTI-YEAR WORK PLAN ¹¹¹²

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Budget Description
Output 1.1 Online Platform completed <i>Gender marker:</i>	1.1.1 Engage consultants to support the development of the Online platform	X				UNDP	71300	17,000.00
	1.1.2 Procure and install software and other required infrastructure to support the development of the online platform	X				UNDP	72800	33,500.00
	1.1.3 Conduct testing/validation and launch of pilot phase of the platform	X				UNDP	75700	1,500.00
	Sub-Total for Outputs 1.1							52,000.00
Output 1.2: Increased capacity of PIOJ to manage and use the online platform <i>Gender marker:</i>	1.2.1 Engage consultant to develop training in management and use of the online platform	X				UNDP	71300	1,500.00

¹¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2.2 Convene trainings of Government staff to manage the platform (inclusive of ICT and programmatic staff)	X				UNDP	UNDP	75700	500.00
	Sub Total Output 1.2								2,000.00
Output 1.3 Increased awareness and use of online platform information system	1.3.1 Organize Launch and training of key stakeholders on use of the online platform	X				UNDP	UNDP	75700	1,500.00
	Sub-total Output 1.3								1,500.00
Output 2.1 Database management information System(DIMS) completed	2.1.1 Engage consultants to support the development of the DIMS	X				UNDP	UNDP	71300	17,000.00
	2.1.2 Procure and install software and other required infrastructure to support the development DIMS	X				UNDP	UNDP	72800	33,500.00
	2.1.3 Conduct testing/validation and launch of pilot phase of the DIMS	X				UNDP	UNDP	75700	1,500.00
	Sub-Total Output 2.1								52,000.00
Output 2.2: Increased capacity of PIOJ Staff to manage and use the Database Management Information System (DIMS) among key stakeholders	2.2.1 Engage consultant to develop training in management and use of the DIMS	X				UNDP	UNDP	71300	1,500.00
	2.2.2 Convene trainings of Government staff to manage the DIMS (inclusive of ICT and programmatic staff)	X				UNDP	UNDP	75700	500.00
	Sub-Total for Output 2.2								2,000.00

Output 2.3 Increased awareness and use of DIMS	2.3.1 Organize Launch and training of key stakeholders on use of the DIMS	X				UNDP	UNDP	75700	1,500.00
	Sub-Total for Output 2.3								1,500.00
Output 3.1 Comprehensive Innovative Financing Analysis applicable to the Jamaican context, reflected in a policy brief, completed	3.1.1 Draft policy brief on innovative financing options	X				UNDP	UNDP	71200	38,000.00
	3.1.2 Present and Validate analysis with stakeholders	X				UNDP	UNDP	75700	2,000.00
	Sub-total for Output 3.1								40,000.00
Output 3.2 Capacity of key stakeholders to identify and initiate innovative financing options in the context of Jamaica's national development priorities increased	3.2.1 Convene capacity building roundtables or similar sessions on innovative financing options arising from the analysis	X				UNDP	UNDP	75700	5,000.00
	Sub-total for Output 3.2.								5,000.00
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	Activity 4.1.1 Develop How to guide to support the alignment at local level								0.00
	Activity 4.1.2 Implement "Parish Talk ¹³ " as a means of localizing Vision 2030 Jamaica and the SDGs among the local authorities and municipalities	X				UNDP	UNDP	N/A	34,000.00
	Sub-total for Output 4.1								34,000.00

¹³ Parish Talk is an islandwide initiative that is being utilized to engage Jamaicans across the country – public sector and private sector, schools, churches, children, youth, parents, the elderly – in discussions and information sharing to improve their knowledge of Vision 2030 Jamaica and how they can contribute to Jamaica's development.

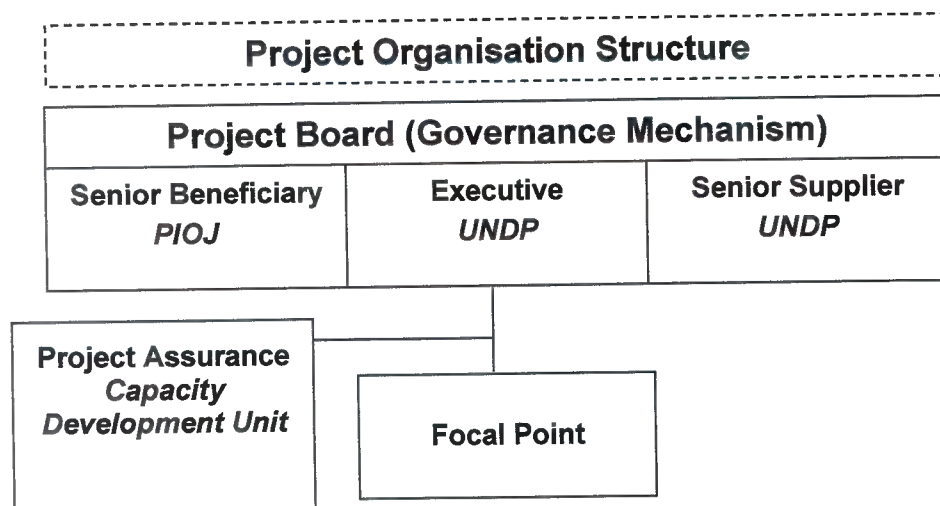
Sub-total for Output 3.1										34,000.00	
General Management Support											
UNDP Direct Project Cost (DPC)											
TOTAL								UNDP	UNDP	71400	10,000.00
											200,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented following UNDP's Direct Implementation Modality. UNDP, as implementing partner, is responsible and accountable for managing the project and undertaking Quality Assurance. A focal point assigned to the UNDP Country Office in Jamaica, under the direct supervision of the Programme Specialist with oversight from the Resident Representative will be responsible for the day-to-day management and decision-making for the project in close collaboration with the Planning Institute of Jamaica.

The Focal Point will also have responsibility for coordinating the management of the project budget, in close consultation with the Project Board, including for components implemented by partners and consultants/sub-contractors.

The Focal Point, with support from the PIOJ, will report to the Project Board and, under the guidance of the Project Board will ensure that the project planning, review, monitoring, evaluation, and all other reports are completed in a timely manner, that coordination among the various partners is effective, and that the project activities are implemented in a timely manner. The project organisation structure is illustrated in the chart below.



The Project Board is responsible for making by consensus, management decisions to guide the Project Focal Point, including recommendations for UNDP's approval of project plans and revisions, and addressing any project level grievances. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Project Board will comprise the PIOJ, UNDP, MOFPS and the Resident Coordinator's Office (RCO). The Board is expected to meet at least twice annually.

IX. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Jamaica and UNDP, signed on 26 January 1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

1. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁴ [UNDP funds received pursuant to the Project Document]¹⁵ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
2. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
3. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
4. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
5. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

¹⁴ To be used where UNDP is the Implementing Partner

¹⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of

the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government

or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

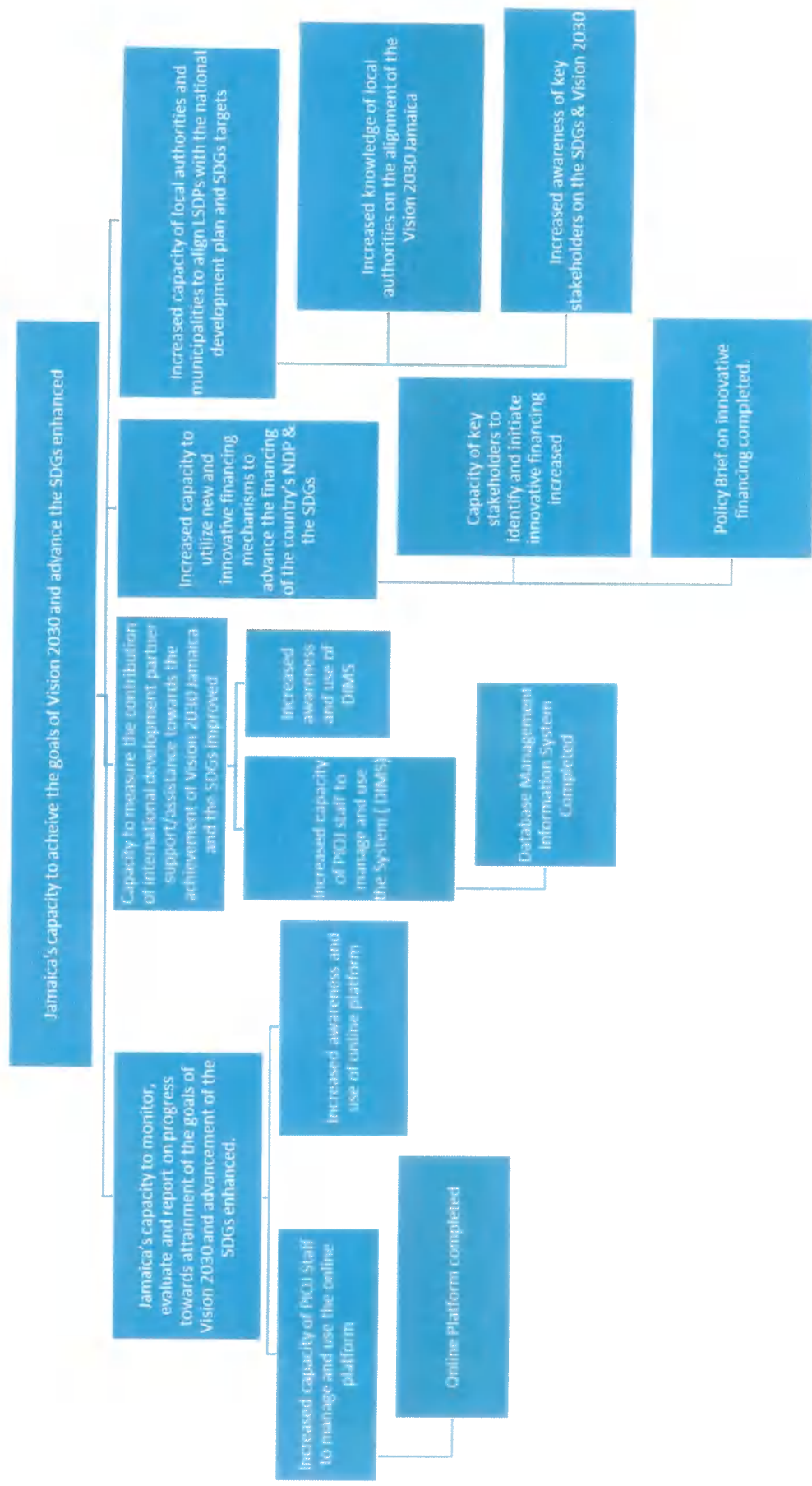
The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

XI. ANNEX 1 - THEORY OF CHANGE CHART



ANNEX 2- RISK ANALYSIS.

Project Title: Advancing the SDGs through Vision 2030 Jamaica		Award ID:	Date: December 2018
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#	Description	Date Identified	Type ¹⁶	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status ¹⁷
1	Challenges with data availability may limit or hinder the population of both the online platform and DIMS	December 2018	Other	P = 3 I=5	Baseline assessments and consultations should be conducted prior to the design and launch of the platform and DI. UNDP will work with PIOJ, and other stakeholders to identify adequate sources of data.	UNDP Focal Point	Richard Kelly	N/A	No Change

¹⁶ Categories include Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other

¹⁷ Categories include dead, reducing, increasing, no change

2	Insufficient staff to manage the online platform and database management information system may result in it not being populated	December 2018	Organizational	P = 3 I = 5	An assessment of the staffing requirements will be conducted by the IT consultant, supported by the Capacity Development Unit of the UNDP prior to the launch of the online platform and database management information system. The findings will provide recommendations to ensure that adequate staff exist to maintain the online platform.	PIOJ	Richard Kelly	N/A	No Change
3	Potential delays in provision and sharing of data from partners may impact the population of both the online platform and database	December 2018	Operational	P=4 I= 5	Consultation and engagement of stakeholders to facilitate buy-in and support of the online platform and DIMS	UNDP	Richard Kelly	N/A	No Change

	management information system	Resistance to new work processes as a result of the introduction of the DIMS and platform could be a barrier to its successful integration into PIOJ.	December 2018	Organizational	P=2 I=3	Meeting and ongoing consultation with end users of the platform and DIMS to familiarize them with the new process and to design systems which are responsive to their needs	UNDP	Richard Kelly	N/A	No Change
4	There may be a challenge finding suitable consultants to undertake certain activities which may limit project implementation	December 2018	Other	P=2 I=5	Work through Procurement Unit in Jamaica and Regional office to review rostered candidates who could lead the consultancies.	UNDP	Richard Kelly	N/A	No Change	
5										

XII. ANNEX 3 - PROJECT BOARD TERMS OF REFERENCE

1.0 BACKGROUND

Jamaica has made significant strides in localizing and integrating the Sustainable Development Goals (SDGs) in its national development planning framework, evidenced by the close alignment of the country's national development plan, Vision 2030 Jamaica, with the 2030 Agenda for Sustainable Development. Because of its ability to galvanize multi-sector and multi-stakeholder partnerships around integrated and multi-dimensional solutions, UNDP, as "integrator" has contributed significantly to ongoing advancement of the SDGs through enhanced coordination mechanisms, development of a Roadmap for SDGs Implementation in Jamaica, expansion of public awareness on the 2030 Agenda and its alignment with Jamaica's development plan, and strengthening of national capacity to produce high quality data for monitoring the SDGs. In this project, UNDP will provide support to Jamaica in strengthening its capacity to Monitor, Evaluate and Report on the progress of Vision 2030 Jamaica and the SDGs. Additionally, research and the engagement of technical expertise, partnerships and stakeholder consultations will be pursued to accelerate innovative financing options and build capacity at the parish level to localize the SDGs.

2.0 COMPOSITION

Representatives from the following organisations shall comprise the Project Board:

- United Nations Development Programme (UNDP)
- Planning Institute of Jamaica
- The Statistical Institute of Jamaica
- The Ministry of Finance and Public Service
- CSO representative
- Ministry of Local Government and Community Development

3.0 FUNCTIONS OF THE PROJECT BOARD

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints
2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks
5. Address project issues as raised by the Project Focal Point
6. Agree on Project Focal Point tolerances as required, and provide ad-hoc direction and advice for situations when tolerances are exceeded
7. Review and endorse changes in project work plans, budgets and schedules as necessary
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans

9. Review and make decisions on recommendations related to project management from the Implementing Agency
10. Arbitrate where necessary and decide on any alterations to the programme
11. Provide necessary oversight to ensure sustainability of project

4.0 MEETINGS

The Project Board will meet at least every six months, at a time and place convenient to all members. A quorum will be constituted by 51% of the representatives listed at 2.0, and this must be present for meetings of the Project Board to be convened.

5.0 CHAIRPERSON

The Project Board Chair will chair the Project Board meeting.

The Chair will be responsible for:

1. The conduct of the meeting
2. Ensuring that an accurate record of the discussions and decisions of each meeting is prepared and forwarded to all members
3. Ensuring adequate follow-up on the undertakings of the members of the Project Board.

6.0 SECRETARIAT OF THE COMMITTEE

The Focal Point will provide secretariat services to the Project Board.

7.0 COMMUNICATION

Documentation being presented for review at any meeting of the Project Board will, as far as possible, be distributed two weeks prior to the meeting. The preparation of the records of all official meetings of the Project Board will be the responsibility of the secretary. These records must be forwarded to Project Board members no later than two weeks after its conclusion.

8.0 DURATION

The Project Board will exist for the duration of the project.

9.0 MEETING LOCATION

Meetings of the Project Board will be held at locations agreeable to all members.