

**Country Programme Action Plan
(CPAP)
2006 - 2010**

Agreed by

**The Government of Guyana
and
The United Nations Development Programme**

Government
of Guyana



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The Framework

The Government of Guyana (hereinafter referred to as GoG) and the Guyana Country Office of the United Nations Development Programme (hereinafter referred to as UNDP) are in mutual agreement on the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals (MDGs) and the international agreements set out in various United Nations Conventions and UN Summits to which the Government of Guyana and UNDP are committed, including: the International Covenant on Civil and Political Rights, the International Covenant on Economic and Social Rights, the Convention against Torture, the Convention on the Rights of the Child, the Convention on the Elimination of Discrimination Against Women; the Convention of the Elimination against All Forms of Racial Discrimination, United Nations Conference on Environment and Development; UN Framework Convention on Climate Change; Convention on Biological Diversity; the Millennium Declaration; the World Summit on Social Development; the UN General Assembly Special Session on HIV/AIDS; and the World Summit on Sustainable Development.

And building upon the experience gained and progress made during the implementation of the previous Country Programme (2001-2005);

And entering into a new period of cooperation through the present Country Programme (2006-2010);
The parties declare that these responsibilities, which are further specified in this Country Programme Action Plan (CPAP), will be fulfilled in a spirit of close cooperation, and have agreed as follows:

Part 1. Basis of Relationship

1.1 The GoG and UNDP entered into a basic agreement governing UNDP's assistance to Guyana, namely the Standard Basic Assistance Agreement (SBAA). This was signed by both parties on 3 May 1977. This CPAP together with agreed AWP's (which shall be annexed to this CPAP) constitute together the project document referred to in the SBAA. Some operations carried out by UNDP in the country will additionally be covered by separate project documents when these are required by particular funding agencies and/or other partners. An example relates to projects funded by the Global Environment Facility.

Part 2. Situation analysis

2.1. Despite being a country of significant economic potential, Guyana is currently a small Highly Indebted Poor Country (HIPC). During the past five years the economy experienced only slow growth, estimated at 0.65 percent¹ per annum, and the per capita gross domestic product (GDP) at the end of 2004² was only \$868.6 This per capita GDP level is likely to be even lower at the end of 2005 as a result of devastating floods in January, which affected more than one third of the population, with damage and losses estimated to be around 60 percent of GDP³. Additionally, developments in the external environment have added to the challenges faced by the country. As an oil dependent country the constantly increasing cost of energy since 2004, has had an adverse effect on the cost of living, external balances and the competitiveness of Guyana's products on the world market. On the other hand the prices that Guyana receives for its primary commodity exports have been declining over time, except for non sugar primary products. A serious challenge will be faced by Guyana as a result of changes to the European Union sugar protocol which will reduce sugar prices by over 60 percent in three years, threaten jobs and foreign exchange earnings, making the prospects of growth seem bleak.

2.2. Between 1992 and 2000 the percentage of persons living in poverty was seen to decline from 43 percent to 35 percent⁴. No later data on poverty are available, and in the absence of robust GDP growth, it is unlikely that the

¹ Computations from Budget Speeches 2002-2005

² 2005 Budget Speech, which can be found at <http://www.gina.gov.gy/publications.htm>

³ ECLAC: Guyana Flood Disaster Assessment Report. See 'Documents, Publications' at - <http://www.undp.org.gy>

⁴ Guyana: Living Conditions Survey 2000

poverty levels would have continued to drop over the past five years. The absence of consistent, reliable time series data continues to be a major impediment in the capacity to monitor and evaluate progress in the country. As a result, the Government of Guyana has placed a high priority on strengthening capacity in reliable data gathering and maintenance.

2.3. The data from two surveys by the Bureau of Statistics (BOS) show that growth in the economy has not increased the number of available jobs. The Labor Force Survey of 1997, measured the rate of inactivity of the working age population at around 45 percent. Such high levels of economic inactivity have the likelihood of increasing economic vulnerability, especially among women and youth (young men in particular), which in turn could contribute to higher crime and the spread of HIV/AIDS, as well as tensions, resulting in distrust and lack of social cohesion between and among communities.

2.4. Migration out of Guyana has been high – averaging about two percent of the country's population per year. Motivated by the search for higher paying jobs and improved standards of living, many university graduates continue to migrate to member countries of the Organization of Economic Co-operation and Development and to the Caribbean Community and Common Market countries (CARICOM). Moreover, according to the preliminary report on the 2002 Population Census, population growth over the last 20 years has been marginal. Therefore, the ongoing migration of skilled professionals and entrepreneurs in the last 20 years, has hampered the Government's efforts to achieve sustainable economic growth, and has also limited its capacity to implement programmes. Not surprisingly, this has led to inadequate human resources and a low absorptive capacity in the public sector.

2.5. Investments by the private sector have been somewhat constrained and the official development assistance (ODA) has been on the decline for several years, though it now shows signs of revival. Consistent with the efforts to create a broad-based job-creation-oriented economic growth policy, an Investment Law and a Small Business Act were passed to stimulate investments, particularly in the hinterland regions, where extreme poverty exceeds the national average. In addition, comprehensive reforms in fiscal policy, including the passage of the Fiscal Enactments Law, the Organic Budget Law and consideration of the VAT, currently being undertaken by the Parliament, will further enhance the investment framework and may encourage private investment.

2.6. Due to the perceived political and social instability in the country, efforts to attract foreign investment have faced some difficulties; stimulating private investment will take more than laws and regulations. An enabling investment climate will require a stable political environment, efficient bureaucracy, law and order and the expeditious resolution of business conflicts. Unfortunately, political instability exacerbated by pockets of both organized and violent crime persist, and this will impact existing and future investments.

2.7. Analysis contained in the draft 2005 Poverty Reduction Strategy Paper (PRSP) Progress Report also acknowledges the importance of political stability, internal security, sound infrastructure and efficient conflict resolution mechanisms as essential blocks to building confidence in the economy.⁵

2.8. In short, Guyana faces three obstacles in its efforts to achieve the MDGs: (i) constraints on people's choices and interventions; (ii) the prevailing political culture; and (iii) vulnerability to economic, environmental and social hazards. Other immediate threats to the achievement of the MDGs include the presence of HIV/AIDS, flooding during heavy rains, low activity rates and unemployment.

2.9. Keenly aware of these problems, the government is making efforts to reduce their negative impact. This has resulted in improvements in the infrastructure, education and health sectors. Recent developments also suggest that direct foreign investment will start to increase.

Part 3. Past cooperation and lessons learned

3.1. UNDP has focused primarily on three practice areas: Governance, Poverty, and Environment and Energy. To date, key governance interventions carried out by the United Nations Development Programme (UNDP) have been in coordinating donor inputs to strengthen the Elections Commission, facilitating Constitutional Reforms, facilitating

⁵ PRSP Progress Reports can be found at: <http://www.povertyreduction.gov.gy/>

political dialogue and building social cohesion and peace, as well as supporting the preparation of national reports under the human rights conventions.

3.2 In the area of poverty reduction the UNDP interventions have taken the form of supporting the preparation of a Poverty Reduction Strategy Paper (PRSP⁶) including coordinating donor support, preparation of PRSP progress reports in 2004 and 2005, preparation of an MDG Report⁷, capacity building for monitoring the MDGs and the PRS as well as public/private partnership demonstration projects. One demonstration project focused on creating economic opportunities for Amerindian People in a remote part of the country in partnership with a private sector company. The second project focused on entrepreneurship training to small businesses, which is intended to facilitate their expansion and job creation.

3.3 In the area of energy and environment, the country office has supported the raising of awareness on environmental matters, management of the environment, and demonstration projects for renewable energy for the hinterland regions. It has also been instrumental in building monitoring capacities at the community level, and increasing flows of Global Environment Facility (GEF) resources to the country.

3.4 Assessments of the Government of Guyana/UNDP programme of cooperation found that with limited resources at its disposal and with the need to focus on results, too many outcomes were set. The consensus was therefore to narrow the focus of the programme and work towards a smaller number of outcomes in order to maximize impact as is the case under outcome 2.

3.5 The same point was reiterated in a 2005 Poverty Outcome Assessment that suggested that UNDP needed to focus much more on making its interventions more strategic, on actions which used the comparative and unique advantage of UNDP rather than on actions which could be undertaken by any other development partner. This would require that UNDP ensure that there is a deep understanding of what constituted its comparative advantage in the context of both Guyana and the mandate given to UNDP by the General Assembly and the Executive Board, and what were the distinguishing characteristics about its value added.

3.6 The slow rate of programme implementation was attributed to weak capacity for national execution. The latter also contributed to national ownership of the programme being somewhat diluted. Hence, maintaining human resource capacity is a continuing and major challenge for any development initiative in Guyana. It must be noted here that concerted efforts are being made by the Government to attract and retain skilled Guyanese in key public service positions by progressively revising compensation scales and improving conditions of service.

3.7 The experience of and the lessons learnt exercise on the January 2005 floods, carried out with senior officials, highlighted the need to mainstream disaster management and in particular, risk reduction and enhanced capacity in this area. It was clear that UNDP was expected to play a major role in supporting capacity building and mobilizing resources to address the area of disaster management.

Part 4. Proposed programme

4.1 The major challenges analysed in the CCA and the results expected from the UN to address them, as presented in the UNDAF, were identified and prioritised in a participatory process which involved Government, civil society, other development partners and UN agencies. This culminated in the Joint Strategy Meeting held in April 2005. Recommendations made in that meeting (hyperlink) were action in the respective CPDs of UN agencies, including UNDP. After submission of UNDP's draft CPD to its Executive Board in September 2005, comments and suggestions of the Board were discussed with the Government and other partners, and further changes were made in the CPD. This CPAP is based on the finalized CPD, posted on UNDP's website in October 2005 for the Executive Board's formal approval in January 2006. In preparing the CPAP, the UNDP Country Office worked closely with the Government, particularly the main focal point for UNDP, namely the Ministry of Finance, as well as the Office of the President, other Government ministries and institutions and prospective partners in civil society, the private sector, other UN agencies and development partners. An initial meeting was held with key partners to start the CPAP preparation process on 13 September. This was followed by a series of meetings with the partners potentially

⁶ PRSP can be found at: <http://www.povertyreduction.gov.gy/>

⁷ MDG Report for Guyana can be found under Documents, Publications at: <http://www.sdn.org.gy/undp/>

involved in implementing components of the programme and/or in contributing towards the outcomes of the CPD and UNDAF. The CPAP was later reviewed and cleared through a Programme Appraisal Committee process that was Chaired by the Ministry of Finance and included a wide-group of participants from line ministries, Implementing Partners, the donor community as well as members from the Civil Society.

4.2 The Common Country Assessment (CCA)⁸ sees the challenges to Guyana's progress towards national priorities and the achievement of MDGs in the context of human development. It identifies key challenges in three inter-linked areas: (i) the expansion of human capabilities, including access to and the quality of education, health, water, sanitation and living conditions; (ii) the empowerment of individuals and groups through their participation in development processes and increased political and social stability; and (iii) widening opportunities by strengthening Guyana's macro-economic framework, improving and sustaining economic growth and improving the quality and quantity of jobs.

4.3 The United Nations Development Assistance Framework (UNDAF)⁹ draws logically from the analyses in the CCA to indicate three outcomes to which programmes, projects and operations, of UN agencies in Guyana, are expected to contribute between 2006 and 2010. The three outcomes, each relating to both national priorities and Guyana's progress towards the MDGs, are:

(a) by 2010 there will be at least a 10 percent increase in the proportion of Guyanese accessing quality services in education, health, water and sanitation, and housing with capabilities enhanced to maximize available resources:

(b) empowered individuals and groups, strengthened institutions and an enabling constitutional and human rights framework; and

(c) reduce poverty to 28% by 2010 through stimulation of growth and job creation.

4.4 The CPD reflects the contributions of UNDP and its associated fund, United Nations Volunteers, towards the above three UNDAF outcomes agreed by the Government and UN agencies in Guyana. It relates UNDP's comparative advantages to national priorities within the areas indicated by the UNDAF and consistent with UNDP's corporate strategy, as agreed by its Executive Board in the Multi-Year Funding Framework (MYFF). It also attempts to mainstream a number of key crosscutting themes including respect for human rights, mainstreaming gender equality and building capacity to reduce and cope with conflict, disaster, and HIV/AIDS.

4.5 More specifically, the CPD identifies eight outcomes, which UNDP will pursue in the period 2006 to 2010. Generally, the outputs anticipated from UNDP's interventions up to 2010 are intended to improve the country's chances of achieving the MDGs. This approach is designed to catalyse development through strengthening national capacity to develop evidence-based policies; improved monitoring and evaluation, and hence improved strategic planning and implementation, at both the national and regional levels; promoting development of systems and institutions of governance; enhancing people's involvement in determining development directions; and enhancement of national capacities to respond to disasters and to stimulate emergency recovery initiatives .

4.6 CP Outcome 1: "PRS/PRSPs prepared to ensure participatory process with civil society in policy formulation and programming and taking into account clear linkages with human development and the MDGs." The CPD expects UNDP to generate two outputs that will contribute to this outcome:

- a) strengthened capacity to collect, analyze and disseminate key economic and social data and
- b) systems developed to ensure feedback from civil society on policy framework and programming.

4.7 UNDP will build capacity in the public sector by supporting the establishment of statistical units in all line Ministries, the Bureau of Statistics and the Office of the President. This will improve monitoring and evaluation for improved accountability, planning and policy design. It is expected to enhance the quality and focus of the PRSP and the progress reports, including MDG reports, which currently suffer from a paucity of data. This project is also

⁸ CCA can be found under Documents at: <http://www.undp.org.gy>

⁹ UNDAF can also be found at: <http://www.undp.org.gy>

expected enhance the collection of gender statistics and the disaggregation of data by sex, region, age, disability and race so that key indicators of the gender dimensions of poverty and other vulnerabilities and gaps can be highlighted and addressed in the ongoing PRSP and MDG reporting mechanisms. Recognizing the enormity of resource requirements for such extensive capacity building, the Government and UNDP will seek to align the UNDP supported interventions with those of other donors, such as the IDB, which is contributing to improvements in the infrastructure of the line ministries, and UNICEF, which envisages related support in the form of software and training for collection, analysis, monitoring, storage and dissemination of key data. UNDP assistance will also be aligned with UNFPA's and UNV's support for international statisticians to fill critical technical gaps in the Bureau of Statistics. The Office of the President will be the implementing partner.

4.8 UNDP will also support the development of systems to institutionalise the meaningful participation of civil society in processes of policy formulation, monitoring and evaluation. This project is also expected enhance the collection of gender statistics and the desegregations of data by sex, region, age, disability and race so that key indicators of the gender dimensions of poverty and other vulnerabilities and gaps can be highlighted and addressed in the ongoing PRSP and MDG reporting mechanisms. These systems will ensure that M&E findings feedback into the design of policy frameworks and programmes which thus become more evidence based and more participatory. The accountability that will result from the implementation of these systems and the inclusiveness of the processes will contribute directly both to the CP outcome and to UNDAF outcome 3, and indirectly to UNDAF outcome 2. UNDP is envisaging the sponsorship of one or more national Human Development Reports on themes relevant to the achievement of the MDGs and national development.

4.9 CP Outcome 2: "Broad-based, multi-sectoral and multi-level response generated integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries." The CPD identifies three outputs expected from UNDP to contribute to this outcome:

- a) advocacy and support for the formulation of a national HIV/AIDS strategic plan.
- b) implementing major grants to scale up national response to the AIDS epidemic; and
- c) technical capacity strengthened to manage and coordinate donor assistance.

4.10 Subsequent to the approval of the Country Programme, the Ministry of Finance suggested that the envisaged outputs for this programme outcome be reconsidered, given the new and large commitments of resources now provided for the fight against HIV/AIDS by other donors; and with the earlier than expected completion of the national HIV/AIDS strategic plan. Output 2(a) has, therefore, been adjusted to providing technical assistance and/or support to the Government through advocacy, and possible mid-term evaluation of the National AIDS Strategic Plan.

4.11 UNDP's will ensure complementarily with the interventions supported by other UN agencies, including UNAIDS, utilizing the mechanism of the UN Theme Group on HIV/AIDS for operational collaboration and coordination through the window of the Programme Accelerated Funds. Other mechanisms to safeguard coordination and collaboration between the Government on the one hand and UN and other donors on the other hand will also be respected.

4.12 In order to continue building capacity and addressing the critical shortage of human resources, a major constraint to achieving the objectives of Guyana National HIV/AIDS Strategic Plan, UNDP will use the United Nations Volunteers (UNV) programme which is administered by UNDP. Ten UN Volunteer Physicians, funded by Center for Diseases Control (CDC)-Francois Xavier Bagnoud (FXB), University of Medicine & Dentistry New Jersey (UMDNJ) will work with the Ministry of Health to strengthen healthcare services to HIV/AIDS infected. The UNV Physicians will serve at public hospitals in Region 2, 3, 4, 6 and 10. Funding for the UNV Physicians is already committed for two years and will be mobilized for additional years.

4.13 CP Outcome 3: "Replicable local poverty initiatives linked to policy change undertaken. Community and regional development strategies will take into account national, sectoral and external trade policies."

The CPD expects UNDP to produce four outputs that will contribute to this outcome:

- a) capacity built to develop decentralized poverty reduction strategies, incorporating disaster management strategies;
- b) capacity built for increased job creation at the community, regional and local levels;
- c) institutional capacity built to market local products internationally, and

d) capacity of private sector built to improve business processes toward the achievement of the MDGs, including engaging in partnerships for development.

4.14 Given the floods and preparation for elections and the revision of programme allocations under Outcome 1, the funds for poverty linkages will remain unprogrammed until an agreed programme is finalized between UNDP and the Ministry of Finance.

4.15 UNDP will continue to provide support in capacity building in the private sector through small and medium enterprise development by extending the Empretec programme, until the end of the project cycle.

4.16 The continuous need for job creation among the Amerindian communities, and its fight against poverty, UNDP will continue its capacity building to market local products through its ongoing programme, the heart of palm. It is envisaged that other products will be also developed and marketed both locally and internationally. The current programme will be extended till 2007 under the same structure.

4.17 The integration of the private sector in initiatives to achieve the Millennium Development Goals (MDGs) will help to ensure a sustained impact on the improvement of the lives of Guyanese, as both consumers and producers. The Caribbean MDGs Business Initiative, that Guyana hosted in June 2005, forms the starting point for a wider and deeper engagement with the private sector. A National Working Group (NWG) will be constituted to take the initiative forward. Recognizing the interrelatedness between attaining gender equality and the achievement of all eight MDGs, the NWG will drive an agenda to mainstream the MDGs in the operations of the private sector by fostering partnerships between the public and the private sectors; stimulating the application of Development Oriented Business Practices; provide guidance in implementing the projects which emerged out of the Initiative; document and share best practices with key players in society; and initiate the Caribbean MDG Business Award.

4.18 **CP Outcome 4: "Access to energy services, electricity or cleaner fuels in rural areas increased."** Two expected outputs from UNDP that will contribute to this outcome are:

- a) capacity built in the use of renewable energy technologies in two pilot rural communities; and
- b) lessons learned from introduction of renewable energy in hinterland communities.

4.19 The general indications are that energy is used in the remote hinterland communities mainly for lighting with limited energy applications for productive use and firewood being the primary cooking fuel. Although there is no financial cost in the acquisition of the wood there are economic costs as it is a time consuming activity and done mainly by women. There is also the potential for deforestation. UNDP will encourage the productive use of energy by providing assistance to current efforts by increasing the access of isolated, low income populations to basic energy services, thereby serving as a catalyst for a higher level of economic activity that could ameliorate poverty, targeted particularly at poor women in rural communities. In the process, UNDP's assistance will seek to empower women to organize themselves to access other services (health, education, credit, for example) as well as opportunities (e.g. paid employment at equitable rates) that would contribute to improvements in their well-being and contribute towards women's greater economic independence. UNDP will place emphasis on enhancing their capacities to manage these resources in a sustainable manner and will also support lessons learnt exercises based on the photovoltaic pilot demonstrations currently being set up in two remote communities. Assessments of the potential renewable resources will be conducted and the appropriate energy source, for example photovoltaics or wind, will be installed in at least five new regions.

4.20 Based on these lessons learnt further information would be collected on potential for using other community resources such as wind, water for energy generation and improving the use of wood and other energy sources for cooking coupled with pilot demonstrations of improved technologies. The Office of the Prime Minister will be the implementation partner for these interventions.

4.21 **CP Outcome 5: " Value of biodiversity factored into national planning. Government and Local communities empowered to better manage biodiversity and the ecosystem."**

The CPD expects UNDP to generate two outputs that will contribute to this outcome:

- a) data on the capacity needed to manage the environment and natural resources; and
- b) capacity built in 12 communities, relevant Ministries, Environment Protection Agency (EPA) and the other natural resources agencies to manage the environment and natural resources.

4.22 The utilization of natural resources is integral to the sustained livelihoods of rural and indigenous communities, to the reduction of poverty and to national economic growth. UNDP will develop national capacity to prepare policies and guidelines on access to resources and benefit sharing, strategic development plans, a land use plan, national standards certification for non-timber forest products and other instruments that will guide and govern access to and use of Guyana's natural resources. Particular attention will be paid to incorporating risk reduction strategies into these instruments where women are primary users of the environment resources in their communities. UNDP will also build the capacity of indigenous communities and help empower them to develop plans to manage natural resources on their communal lands. Pilot community activities in Region 9 will be replicated in at least two other regions, in locations to be decided in early 2006 by the Ministry of Amerindian Affairs in consultation with other stakeholders, including the communities concerned. Lessons learnt from Region 9 will be applied. These programmes will be built on national and international partnership, particularly joint programmes with other UN agencies implemented with national partners. One such initiative is a project on solid waste management, which will be jointly undertaken by UNDP, UNICEF and WHO/PAHO in collaboration with the Ministry of Local Government and the Environmental Protection Agency. In order to further empower the Government and relevant agencies to implement these programmes, UNDP will, in collaboration with relevant local and international partners, mobilise resources from the Global Environmental Facility and from other sources.

4.23 The policies, guidelines and standards developed in this area will also contribute to the outputs listed under Outcome 3.

4.24 CP Outcome 6: "Sector specific national and local expertise developed covering disaster-preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender." The CPD expects UNDP to produce two outputs that will contribute to this outcome:

a) capacity built in the Civil Defence Commission and other relevant national agencies to reduce and manage disaster risk; and

b) capacity built in 5 communities and the relevant national agencies for increased resilience and local disaster risk management.

4.25 The experiences of the January 2005 flood demonstrated the dire need for better coordination in response and recovery at both national and regional levels and within the UN System. UNDP will continue, in partnership with other agencies and donors, to strengthen the capacity of the Civil Defence Commission (CDC), the major response agency, in coordination and information exchange during and after emergencies. In doing so, UNDP will work with CDC to build consensus with government agencies, civil society, donors, lending institutions on roles and responsibilities in disaster management. Other capacity building activities will include formulation and updating of local and national disaster preparedness plans, hazard and risk mapping, development of early warning systems and simulation exercises. With the UN agencies, UNDP will enhance the capacities of their respective country offices to support Government's coordination and response to emergencies through training and the preparation of an inter-agency emergency response plan.

4.26 UNDP will provide training to build capacity in other critical national agencies and in civil society to manage and mitigate disaster risks. The five communities to be targeted for such capacity building will be selected early 2006 by the CDC in collaboration with the Ministry of Local Government and other stakeholders, including the communities themselves. These activities complement those to be undertaken for Outcomes 3 and 8. More resilience to disasters and working together on disaster management planning can help to build cohesiveness and mitigate natural disasters as sources of conflict.

4.27 CP Outcome 7: "Institutional/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service". Four outputs are expected from UNDP that will contribute to this outcome:

a) elections held to international standards;

b) Government's ability to promote and protect human rights and the rule of law strengthened;

c) access to, and quality of, justice improved; and .

d) national capacity to implement human rights supported by operationalizing the rights-based constitutional commissions.

4.28 The holding of peaceful national elections scheduled in 2006 and of long overdue local government elections that meet the provisions of the Guyana Constitution and international standards, will contribute to Outcome 7 by strengthening the democratic basis for integrity and transparency at every level and by laying a foundation for political stability. As a partner trusted by the major local and international stakeholders, UNDP will provide support to strengthen the integrity and effectiveness of GECOM and to facilitate vital donor support to the electoral process. For UNDP to carry out this impartial and demanding role, Government has endorsed that UNDP itself directly implement this support. The "non flag, low profile" approach of facilitating rather than coordinating donor support to GECOM will contribute to genuine local institutional ownership and accountability.

4.29 Supporting the Government's efforts to promote and protect the human rights of the citizenry will empower citizens to hold Government more accountable to international human rights standards. UNDP has an important role to play in facilitating human rights training, for the executive and public servants tasked with treaty-reporting duties, and human rights public awareness programmes, and for the general public. This capacity building occurs in an area that is recognized as one of the three main pillars of the UN system - human rights. The Ministry of Foreign Affairs, which is the focal ministry within the Cabinet for human rights, will be the main direct beneficiary, together with other Ministries, Constitutional Commissions and civil society groups as may be appropriate. Given UNDP's expertise in this area, UNDP will itself implement this support.

4.30 Improving access to, and quality of, justice, will help to strengthen the judicial and quasi-judicial systems, which enforce accountability, transparency and integrity in the public service. Poverty is probably the greatest barrier to justice and therefore legal aid and related social services are critical to improving access. As a development partner, UNDP can play a major role in supporting local ministries and agencies charged with this large undertaking but limited by their budgetary constraints. In addition, applying international human rights standards can no doubt enhance the quality of justice by providing specialized complaint mechanisms and additional forms of redress to the local judicial process. Working with a wide range of governmental, judicial, civil society and security-sector partners, and oversight bodies, UNDP will implement this support.

4.31 Specialised rights-based constitutional commissions may arguably be the best institutional framework Guyana can put in place to promote transparency and integrity in public service since these bodies can hold state agents accountable for human rights violations. Though legislated several years ago, the five rights-based commissions are not yet fully operational. Building the capacity of these constitutional commissions in the form of training and other related support can contribute significantly to the effectiveness of these bodies. UNDP is well-positioned to support these efforts given the wealth of international experience in this regard within the UN system, and will implement this support.

4.32 CP Outcome 8: "Social cohesion and peace-building approaches factored into national development frameworks, and integrated into programmes designed and implemented at the national and local level. Due regard paid to the promotion of human rights." The CPD expects UNDP to generate two outputs that will contribute to this outcome:

- a) capacity built in institutions, civil society organizations and political parties in social cohesion and peace-building; and
- b) political dialogue and inclusion in governance strengthened.

4.33 Building capacity in social cohesion and peace-building approaches are expected to increase both national ownership for development challenges and the national response towards finding solutions to those challenges. In so doing, it is anticipated that the development process would be significantly bolstered through the liberation of national energies at all levels. Experience to date suggests that facilitated dialogue, accompanied by capacity building that permits engagement and collaboration towards shared goals, enhances working relationships at all levels. Due to the nature of this project, the Head of the Presidential Secretariat will sign the Annual Work Plan with UNDP and will also be responsible for monitoring the outcomes of the said project. It is anticipated that because of the obvious sensitivities, UNDP will directly implement this support. The strategy for achieving this output includes empowering a core group of accredited trainers with facilitation and process skills to design and facilitate peace and cohesion building training programmes within institutions, civil society organisations and political parties in a strategic, inclusive and coordinated way. Engaging the youth is a specific strategy within this output.

4.34 **Cross cutting themes:** The CPD indicates that attempts will be made “to mainstream a number of key cross-cutting themes: human rights, conflict prevention, disaster management, gender and HIV/AIDS.” In this respect, focal points for each of these themes have been designated within the UNDP programme team. Each focal point will be mandated to liaise with other UNDP and UN colleagues as well as relevant managers within government and other partners to ensure that their theme responsibility is effectively mainstreamed in the pursuit of all 8 outcomes of the UNDP country programme and in the associated programmes of UN partner agencies through UN thematic groups. Each cross cutting theme also has specific outputs expected from the programme by 2010 with the exception of gender. Special attention will be paid to mainstream gender throughout the programme. Steps will be taken to nurture synergies across outcomes in implementing the country programme. It is expected that annual reviews, monitoring and evaluation will systematically seek and identify evidence of the extent to which all the cross cutting themes have been effectively mainstreamed.

4.35 Annual targets and indicators for each output as well as indicative resource allocations to each output by year are detailed in the CPAP Results and Resources Framework in the Annex. In summary, resources are expected to be allocated as shown in the following table;

Resources allocated by CPD outcome: 2006 to 2010				
#	CPD outcome	Regular resources 10	Other resources 11	Total
1	PRS/PRSP prepared to ensure participatory process with civil society in policy formulation and programming. PRSP prepared taking into consideration clear linkages with human development and the MDGs.	600		600
2	Broad-based, multi-sectoral and multi-level response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries	25		25
3	Replicable local poverty initiative(s) linked to policy change undertaken. Community and regional development strategies will take into consideration national, sectoral and external Trade policies.	496	91	587
4	Access to energy services, electricity or cleaner fuels in rural areas increased.	380	1,050	1,430
5	Value of biodiversity factored into national planning. Government and local communities empowered to better manage biodiversity and the ecosystem.	300		300
6	Sector-specific national and local expertise developed, covering disaster-preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender.	0	131	131
7	Institutional/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service.	100	4,328	4,428
8	Social cohesion and peace-building approaches factored into national development frameworks, and integrated into programmes designed and implemented at the national and local level. Due regard paid to the promotion of human rights	0	1,700	1,700
	Total	1,901	7,330	9,201

Part 5. Partnership Strategy

5.1 The complexity and intractability of Guyana's development challenges compared with the limited UNDP resources make the partnership strategy for coordination, resource mobilization and collaboration critical to the achievement of the Country Programme outcomes. Results targeted by the programme are ambitious and can only

¹⁰ Includes TRAC 1

¹¹ Includes TRAC 2 & 3, cost-sharing, trust funds, GEF, UNAIDS and all other resources

