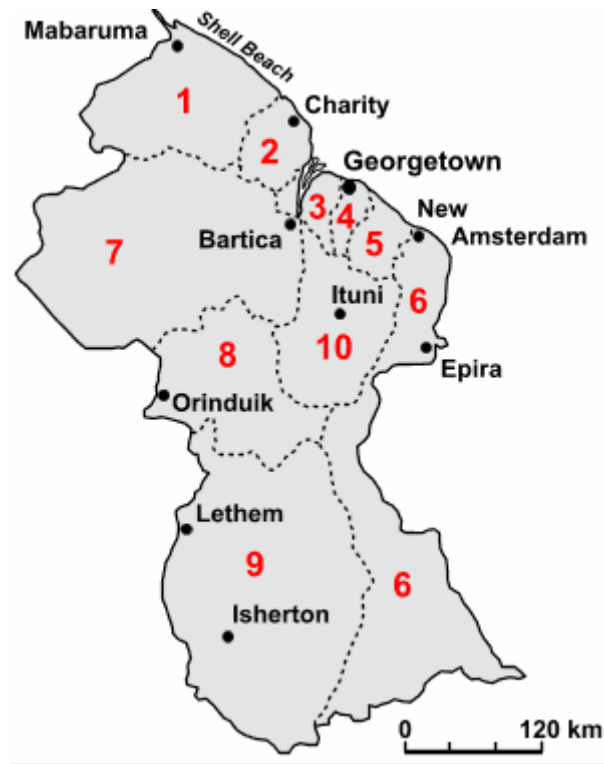




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**GOVERNMENT OF GUYANA/  
UNITED NATIONS DEVELOPMENT PROGRAMME GUYANA**

**COUNTRY PROGRAMME ACTION PLAN  
ANNUAL REVIEW REPORT**



**February 6, 2015**

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## List of Acronyms

ADF	Amerindian Development Fund
CPAP	Country Programme Action Plan
CDC	Civil Defence Commission
CDP	Community Development Plan
CPD	Country Programme Document
CSO	Civil Society Organisation
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
GBV	Gender Based Violence
GDP	Gross Domestic Product
EWS	Early Warning System
GECOM	Guyana Elections Commission
GoG	Government of Guyana
IP	Implementing Partner
LCDS	Low Carbon Development Strategy
MAF	MDG Acceleration Framework
MDG	Millennium Development Goal
MoA	Ministry of Agriculture
MoAA	Ministry of Amerindian Affairs
MNRE	Ministry of Natural Resources and the Environment
MoH	Ministry of Health
MoE	Ministry of Education
M & E	Monitoring and Evaluation
PAHO	Pan American Health Organization
RCC	Rights of the Child Commission
RCO	Resident Coordinator's Office
UN	United Nations
UNAIDS	United Nations Joint Programme on AIDS
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
VCT	Voluntary Counselling and Testing
WHO	World Health Organization

## Executive Summary

The 2012-2016 Country Programme Action Plan (CPAP) operationalises the Country Programme for 2012-2016 and was developed in close consultation with the Government and key in-country development partners. The UNDP Guyana, through the current CPAP, responds to the development challenges affecting Guyana as outlined in the country's Low Carbon Development Strategy (LCDS) 2010 (updated in 2013), the Poverty Reduction Strategy 2006 and the National Competitiveness Strategy 2006. The CPAP itself is aligned with the four thematic areas identified by the Government of Guyana and the UN System in Guyana as reflected in the United Nations Development Assistance Framework (UNDAF) for 2011-2016. The four UNDAF thematic areas are: Environment and Sustainable Development, Inclusive Growth, Inclusive Governance and Human and Social Development.

The 2014 Annual Review Meeting held on 6 February 2015 aimed to determine the status of the implementation of the CPAP and to make recommendations for its more efficient and effective implementation, monitoring and evaluation, as necessary. The Annual Review also provided an opportunity for Implementing Partners (IPs) to learn more about the UNDP 2014-2017 Strategic Plan and the need for country-level programming to be aligned to the new Plan.

The Review Meeting was attended by a wide cross-section of UNDP's IPs including representatives from Ministries and other Government agencies, Municipalities, Rights Commissions, Statutory Bodies, Non-Governmental Organizations (NGOs), UN Agencies and Multilateral and Bilateral donor agencies in Guyana.

During the Review Meeting, remarks were delivered by the Resident Representative, UNDP, the Minister of Finance, GoG, the Presidential Advisor on Governance, and the Deputy Resident Representative, UNDP. The UNDP Programme Team presented the CPAP review findings per target and the challenges encountered in relation to the three thematic outcomes of the CPAP. The targets earmarked for revision as a result of the Review were also presented by UNDP and the topic of alignment of the CPAP with the UNDP 2014-2017 Strategic Plan was introduced. During the presentations, feedback was invited from the attendees and their questions/concerns were addressed by the UNDP team.

The CPAP Review revealed that there has been close alignment between the priorities of the GoG and the broad thematic areas addressed by the CPAP. There has been effective implementation of the CPAP thematic areas as reflected in the high percentages of achieved targets or targets on course to be achieved. The GoG and other implementing partners are appreciative of the support provided by UNDP in accomplishing these achievements. The GoG especially recognizes the key role played by UNDP in supporting the implementation of the LCDS and also its impartial role with regard to governance in Guyana.

The concept of the UN Delivering as One was viewed as a welcome opportunity for the coordination of the work of all UN agencies. It was however recognized that achieving this goal will require enormous effort to harmonize the various modus operandi of the different UN agencies.

The Review also revealed that the challenges encountered during the CPAP implementation are recurrent: limited implementation capacity among IPs, limited procurement capacity, and the shortage/absence of statistics to inform programme planning or measure progress.

Guyana's situation as a small state with a small population impacts the availability of skilled personnel. This and the rigorous procurement regulations required by the different donor institutions were identified as major challenges. In response to these challenges, it was suggested that a human resource development and retention strategy needed to be thought through and the procurement processes harmonized.

GoG partners expressed a lack of information and awareness of the UNDP Strategic Plan 2014-2017 and suggested that a separate forum be hosted to discuss its contents along with any re-alignment of the CPAP with this plan. This suggestion was fully endorsed by UNDP. GoG further expressed dissatisfaction with the global underperformance in achieving MDG 8 (A Global Partnership for Development) for which achievement is heavily dependent upon the timely receipt of development funds. The lack of predictability in the receipt of this funding has seriously impacted progress in the achievement of MDGs globally and the GoG issued a call for the UN to advocate at the global level for a more predictable delivery of development assistance. The GoG also urged UNDP to resuscitate the now dormant in-country joint forum previously established to discuss donor harmonization and issues related to the Paris Declaration.

The recent elevation of Guyana's status from a Low Income Country (LIC) to a Lower Middle Income Country (LMIC) was said to have serious repercussions in the form of reduced donor funding. Reduced funding is bound to impact Guyana's national strategy and, inevitably, difficult choices will have to be made. The GoG urged that these macro challenges that face Guyana be taken into consideration during the implementation of the CPAP.

## Introduction

This report presents the deliberations and outcomes of the UNDP CPAP Annual Review Meeting held on February 6, 2015. The Annual Review 2014 provided the opportunity for the UNDP and its Government and Civil Society partners to take stock of what had been achieved during the year, the challenges encountered, and the steps needed to overcome identified challenges.

## Background

The 2012-2016 United Nations Development Assistance Framework (UNDAF) which was signed in August 2011, describes the collective response of the United Nations agencies in Guyana to address agreed national development priorities. A mid-term review of the UNDAF, held in June 2014, affirmed the continued relevance of this framework.

The UNDP Country Programme Action Plan (CPAP) 2012-2016 which was developed in close consultation with the Government and key in-country development partners, was signed in July 2012. The CPAP has 3 Outcomes which flow from the UNDAF thematic areas of Environment and Sustainable Development; Inclusive Growth; Inclusive Governance and; Human and Social development. Table 1 illustrates the link between the UNDAF and CPAP Outcomes.

Table 1. UNDAF Outcomes and UNDP CPAP Outcomes

UNDAF OUTCOMES	UNDP CPAP OUTCOMES
Improved economic and social policies and programmes to enable the creation of a climate-resilient economy in the context of the Low Carbon Development Strategy	#1: Strengthened institutional and regulatory capacities of government and civil society organisations to enable access to sustainable financial and business development services for the economic poor, women, and indigenous populations
Strengthened public participation, trust and confidence in national governance institutions, including the five Rights Commissions, the Parliament, and GECOM	#2: Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament
National policies, strategies, and plans for disaster risk reduction (DRR), management of natural resources, and access to clean energy and services developed, implemented, monitored and evaluated	#3: Improved functional capacity of key natural resources and disaster risk management institutions
National development plans, policies, programmes and legislation (where required) formulated, implemented, monitored and evaluated to achieve the MDGs, with special attention to key populations at higher risk and the progressive realisation of human rights	#1: Strengthened institutional and regulatory capacities of government and civil society organisations to enable access to sustainable financial and business development services for the economic poor, women and indigenous populations



The Country Programme has been designed to (i) further integrate poverty reduction, environment, disaster risk reduction and democratic governance; (ii) achieve improved financial efficiencies and programme effectiveness; (iii) focus on developing capacity for the generation, use, and analysis of information for sustainable development planning and policy making at the national level and (iv) ensure mandatory capacity assessments of implementing partners, and support implementation of capacity strengthening plans. The UNDP also places great emphasis on using a results-based management approach in designing its projects.

## **Objectives of the Review**

The CPAP Annual Review process aims to:

- Identify the key achievements, facilitating factors and challenges for 2014
- Determine the status of CPAP outcomes, outputs and targets for 2014
- Assess continued relevance of expected results in line with any changes to the recently reviewed UNDAF
- Propose any modifications/re-orientations relevant to achieve the outcomes
- Recommend how UNDP could improve the likelihood of achieving these outcomes through modifying its programming, operational procedures, partnership arrangements and resource mobilization strategies
- Propose any modification/re-orientations to ensure alignment with the UNDP 2014-2017 Strategic Plan

## **Process of the Review**

In preparation for the CPAP review, the following steps were taken:

- Relevant documents including but not limited to Country Programme Action Plan, Strategic Plan, Project Documents, Quarterly and Annual Reports were reviewed
- Data collection tools were developed and completed in consultation with IPs
- The data received was segmented by outputs, targets, key achievements and identified challenges for data analysis which informed the findings.

## **Review Findings**

The review findings are presented in the sections below. These include key achievements per CPAP Outcome and corresponding Outputs and Targets, Challenges encountered and Targets which did not register any progress and may need to be reconsidered.

### **Key Achievements**

**Outcome 1:** Strengthened institutional & regulatory capacities of government, civil society organisations to enable access to sustainable financial & business development services for the economic poor, women and indigenous population

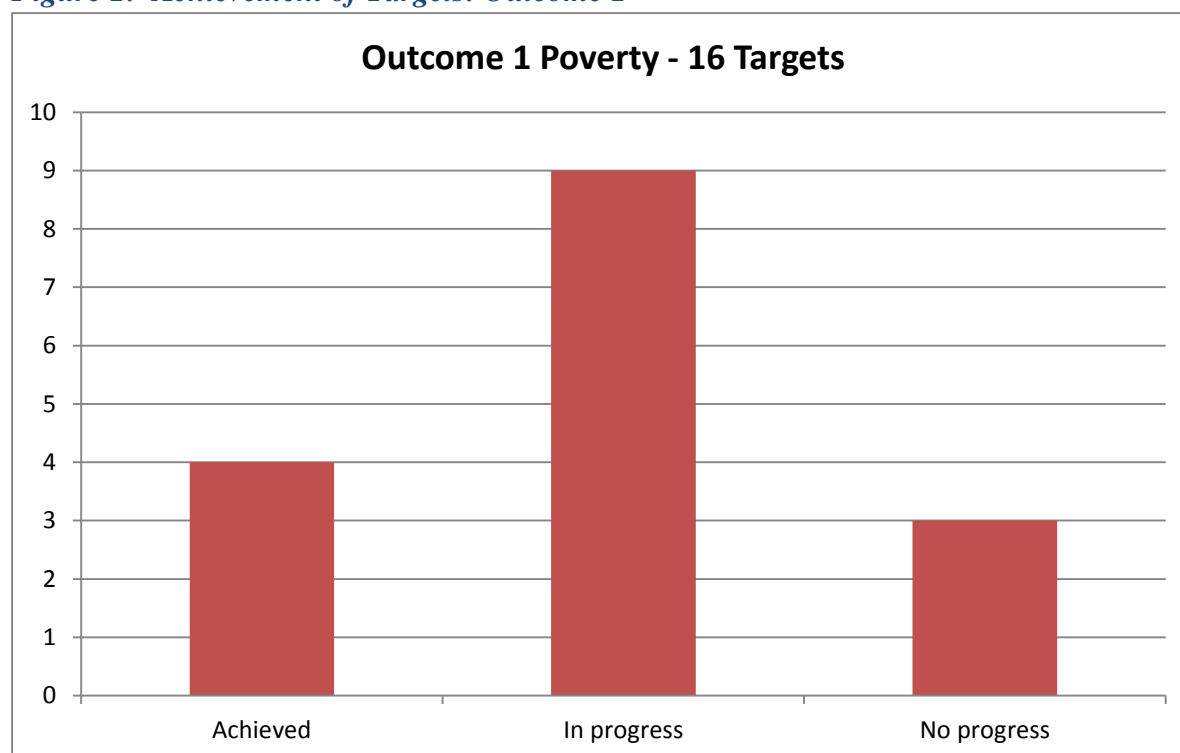
**Table 2: Achievements: Outcome 1**

<b>Output 1: Strategic plans and MDG acceleration plan developed</b>	
<b>Implementing Partners: Ministry of Finance, Ministry of Housing and Water</b>	
<b>Targets</b>	<b>Key Achievements</b>
2012- MDG Acceleration Plan	Millennium Goal Acceleration Framework for MDG5 designed, printed and distributed
2012 - AIMS institutionalized	AID management system designed
2012 - Support for National Census	Supported population and housing census process
2012 - Capacity of 6 CSOs strengthened to develop programming that addresses the gender dimension to HIV and AIDS including the vulnerability of single mothers.	HIV cities project targets single women and single mothers in the work on HIV
2013 - Strategic plans for 2 ministries	Strategic plan for Women and Gender Equality Commission completed under outcome 2
M&E systems strengthened to collect MDG data.	Support given to Ministry of Finance to evaluate national M&E efforts.
Aid coordination platform operational	Aid management system designed and being populated
2014 - MDG progress report	Consultant recruited to assist with 2015 MDG country report
Strategic plans for 2 additional ministries.	Housing profile for Ministry of Housing being developed and will feed into the Ministry's strategic plan
<b>Output 2: Policy and programme to provide financing and business development support to SMEs in place</b>	
<b>Implementing Partners: Ministry of Tourism, Ministry of Amerindian Affairs, Office of the President - National Working Group (NWG)</b>	
<b>Targets</b>	<b>Key Achievements</b>
2012-Consultations with government and other relevant stakeholders on policy issues for SMEs.	Consultants recruited to conduct studies on development of Eco-Tourism & small enterprise, survivability of small business in Guyana. This will feed into the consultations between GoG and other stakeholders.
2013 - NWG coordinates Government and PS partnership for job creation and support to SMEs.	Consultations with stakeholders to inform youth of career options and training in TecVoc held; draft paper on women in employment & business, preliminary survey

2014- 186 ADF community level projects funded from GRIF	report on gender equality in corporate sector completed; focus group discussion on awareness of male underachievement in education conducted and taken into consideration by Ministry of Education.
A draft policy on issues of financing and access to credit for SMEs	Implementation of CDPs in 26 communities supported in 5 areas - agriculture, logging, infrastructure, processing, tourism; ADF II launched - 160 community projects to be implemented in next 3 years
	Studies on development of small businesses will contribute to the development of a draft policy on issues of financing and access to credit for SMEs.

A notable accomplishment under Outcome 1 was the achievement of the target relating to strengthening of the capacity of CSOs to develop programming that addresses the gender dimension to HIV and AIDS. The successful implementation of this activity was singled out by the UNDP Regional Office as a best practice to be shared regionally.

**Figure 1: Achievement of Targets: Outcome 1**



With regard to the sixteen (16) targets set for Outcome 1 during the CPAP implementation period 2012-2014, four (4) were achieved to date, nine (9) are currently in progress and three (3) have not yet achieved progress.

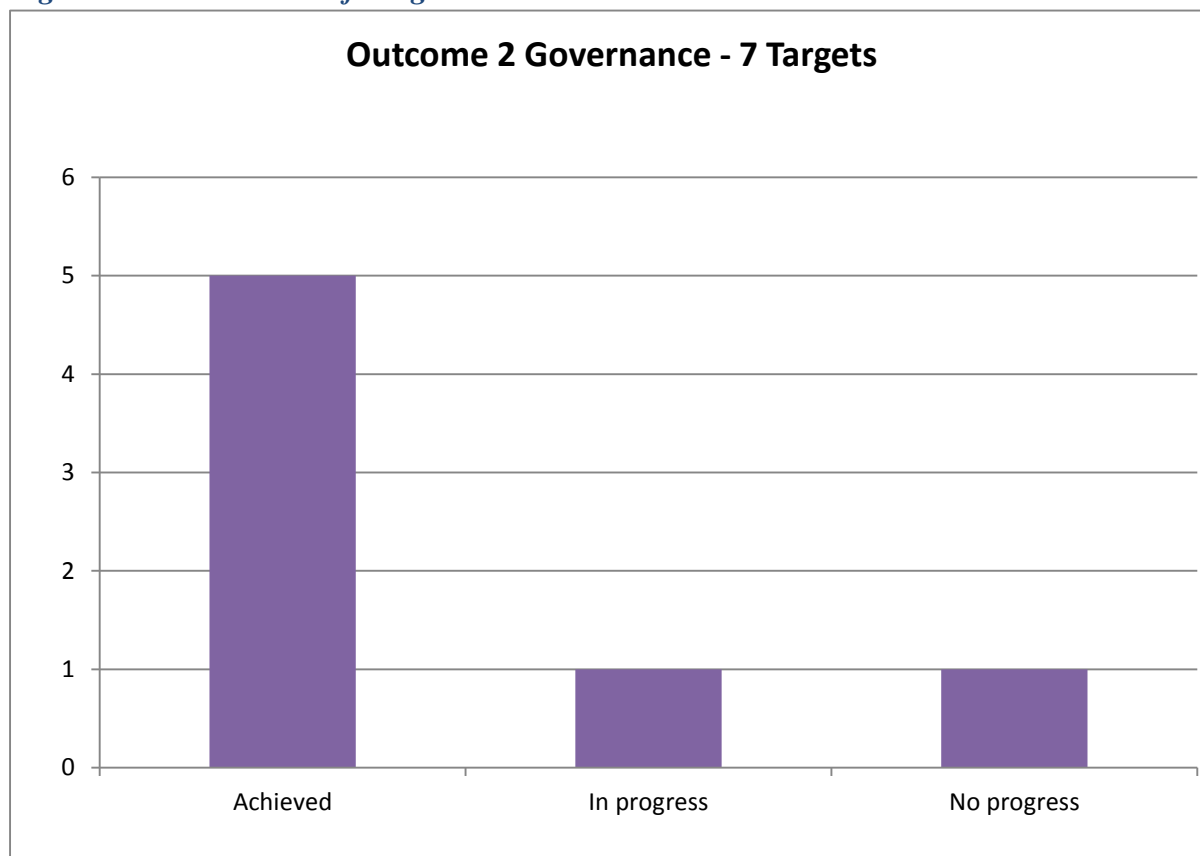
**Outcome 2:** Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.

**Table 3: Achievements: Outcome 2**

Output 1: Strategic plans, operational tools for three Rights Commissions and GECOM	
Implementing Partners: Guyana Elections Commission, Human Rights Commissions	
Targets	Key Achievements
2013 - Strategic plans for 3 Human Rights Commissions	Strategic plans for Women and Gender Equality Commission developed (UNICEF provided support for the development of plans for Rights of the Child and Indigenous Peoples Commission)
2013 - Support to GECOM for Local Government elections	Acquisition of 3 ATVs, production of training materials for elections day staff
Output 2: ICT infrastructure and operational capacity to record parliamentary proceedings and facilitate public engagements	
Implementing Partner: Parliament	
Targets	Key Achievements
2012 - ICT infrastructure to prepare Hansards (website, etc) & 2013 - Improved procedures to ensure MPs and staff have the tools they require to function effectively	Parliament office website revamped and designed with added feature for live streaming. ICT equipment including servers, storage vaults, desk and laptop computers, smart tablets and cell phones procured and distributed. Parliamentary based e-mails established for MPs, parliament staff trained in ICT
Output 3: National, regional and local level programmes strengthened to support social cohesion and vulnerable groups	
Implementing Partner: Ministry of Local Government	
Targets	Key Achievements
2013 - A web-based platform to increase interaction between youth and policy makers on youth related issues.	The parliamentary website would be used as the platform to communicate with policy makers. Six ICT hubs established and would help make access to platform easier.
2014 - Capacity development training on local governance	27 youths trained in 7 thematic courses. 24 participated in internship programmes with government and NGOs. 6 youth led community projects developed including VCT sites in New Amsterdam, commuters shed in Essequibo, child friendly space at West Demerara Hospital, playfield in Linden, learning resource centres in Regions 4 and 5.

	<p>Municipal Declarations by Mayors of New Amsterdam and Linden re-affirming their commitment to achieving universal access to HIV prevention, treatment, care and support under a human rights framework signed.</p> <p>Human rights workshops to create awareness of issues affecting diverse groups &amp; negate discrimination conducted.</p>
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**Figure 2: Achievement of Targets: Outcome 2**



With regard to the seven (7) targets set for Outcome 2 during the CPAP implementation period 2012-2014, five (5) were achieved to date, one (1) is currently in progress and one (1) has not yet achieved any progress.

**Outcome 3:** Improved functional capacity of key natural resources and disaster risk management institutions

**Table 4: Achievements: Outcome 3**

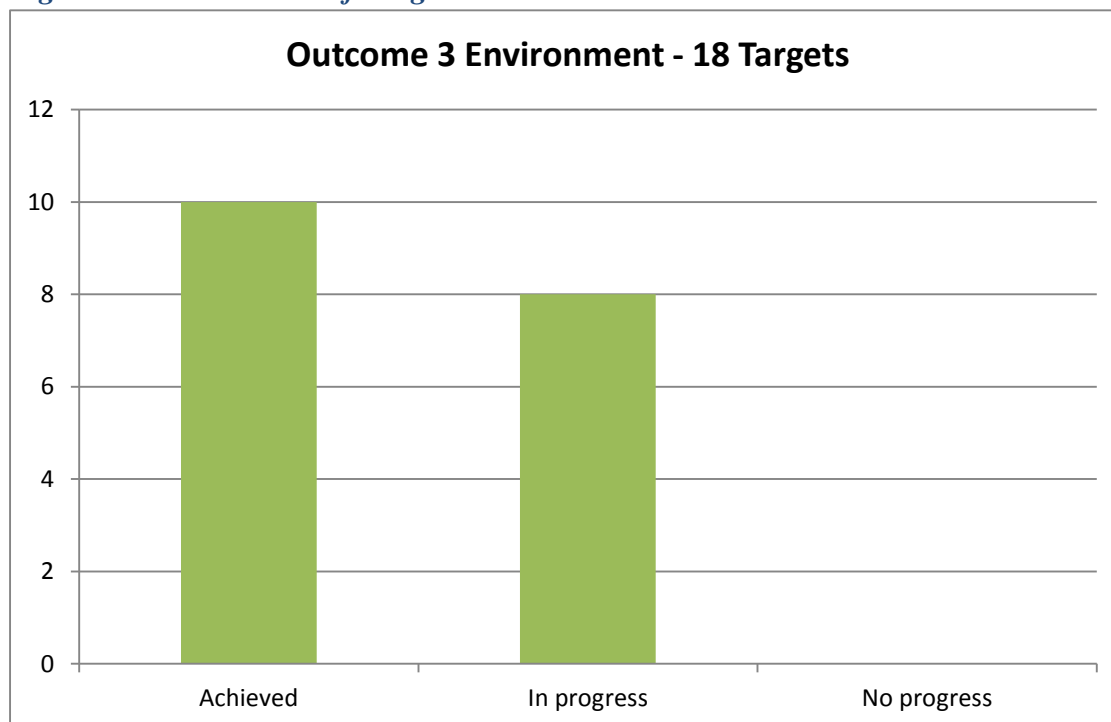
Output 1: National institutions have capacity to access environmental and climate financing for energy services and other development needs	
Implementing Partners: Office of the Prime Minister, Ministry of Amerindian Affairs, Small Grants Programme Grantees	
Targets	Key Achievements
2012 - Capacity development plan for MOAA - for Amerindian Land Titling Project	Capacity development plan for MOAA prepared under ADF 1
2012 - Updated Hinterland electrification strategy which includes resource mobilisation strategy	Draft Hinterland Energy Strategy finalised in 2013. Resource mobilisation aspect not completed
2012 - GEF Small Grants Programme established	10 grantees awarded a total of US\$380,101
2012 - Capacity assessment for developing policies and strategies	Capacity assessment of MOAA conducted
2012 - Training in testing new technologies using ICT, monitoring equipment	Monitoring of changes to forest cover utilised under the GFC project
2013 Framework for Action for responding to climate change vulnerabilities	Early Warning System for drought being developed under the NAP alignment project

Output 2: National Institutions have the systems, equipment and skills to develop and operate a Monitoring, Reporting and Verification System	
Implementing Partner: Guyana Forestry Commission	
<b>Targets</b>	<b>Key Achievements</b>
2012 - GFC staff have the knowledge and equipment for GIS and Remote Sensing for Landscape level monitoring	GIS Unit at GFC upgraded and reference levels for carbon emissions set
2013 - GFC staff have capability to author technical reports for donors and MEAs, National report for REDD+	GFC contributing data and information to National Communication to UNFCCC. 3 technical reports on reference levels, non-carbon ecosystem services and options for national REDD+ strategy prepared
2014- Aligned community level MRV with national MRV	Development of tools for alignment of community MRV with national MRV ongoing
2014 - GFC is an active member in the network for Forest Monitoring and Enforcement	GFC is participating in EU FLEGT VPA
Output 3: National Environment Data Clearing House to support strategic planning, and decision-making in the Environment and Natural Resources Sector	
Implementing Partners: Environmental Protection Agency, Guyana Lands & Surveys Commission, Ministry of Natural Resources and the Environment, Ministry of Agriculture	
<b>Targets</b>	<b>Key Achievements</b>
2013 - National reports to the MEAs	MNRE strategic plan will capture information for compilation of reports to the MEAs  NAP Alignment will feed into the preparation of national reports to the MEAs (Rio Conventions - UNCCD)
2014 - Draft state of the environment report	MNRE strategic plan will lead to preparation of the state of the environment report
For Both	Guyana is preparing a report on the compliance with the phase out targets for greenhouse gases (refrigerants). Through HPMP project refrigerants will be phased out to a first milestone

	Mainstreaming Biodiversity will feed into the preparation of national reports to the MEAs and the draft state of the environment report
Output 4: Guyana Civil Defence Commission has capacity in Disaster Preparedness and Response including national vulnerability and risk assessments	
Implementing Partner: Civil Defence Commission	
<b>Targets</b>	<b>Key Achievements</b>
2012 - DRM policy	National disaster management structure has been strengthened and is functional:  Emergency Shelter Management Policy; Strategic Plan for the Civil Defence Commission; Disaster Risk Management Policy; Early Warning System prepared and approved. DRR platform launched, Risk Reduction Management Centre established in Region 9
2012 - Multi-Hazard plan	National Multi-hazard Preparedness and Response Plan prepared and approved
2013 – National Volunteer Network	CDC Volunteer Corps launched, currently has more than 120 members and established bases in Regions 3, 4, 5, 6, 7, 9. <a href="http://cdc.gy/cdcvolunteer/en/">http://cdc.gy/cdcvolunteer/en/</a>
2013 - National Public Awareness Campaign	Ongoing
2013 - Regional/community disaster preparedness plans	EWS framework developed and regional disaster preparedness plan with SOPs tested

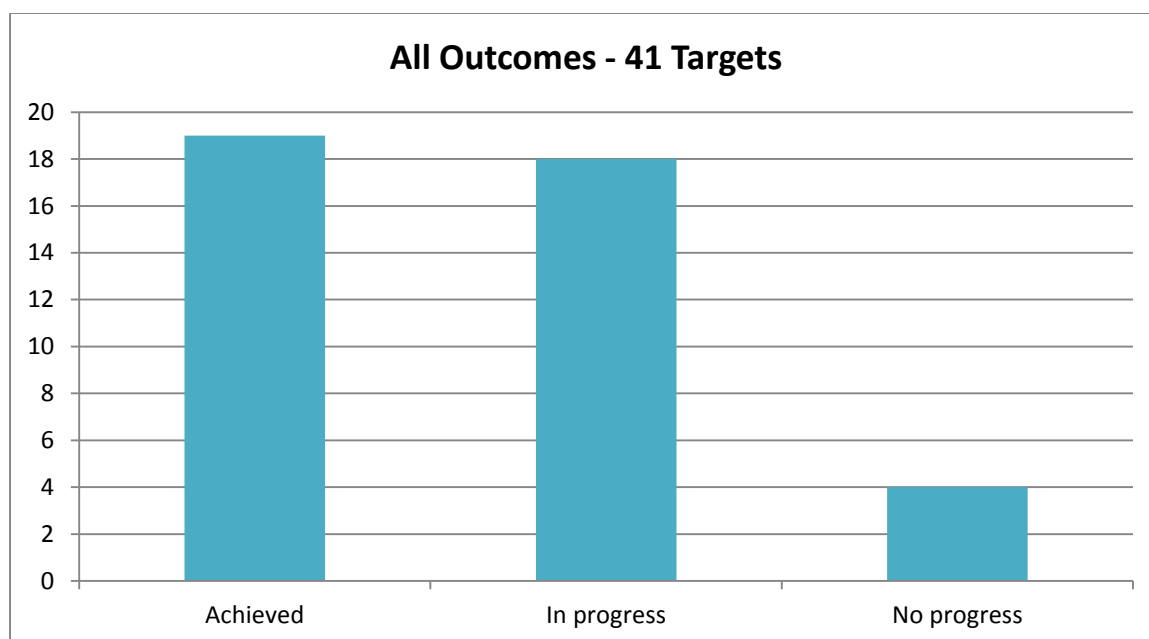


**Figure 3: Achievement of Targets: Outcome 3**



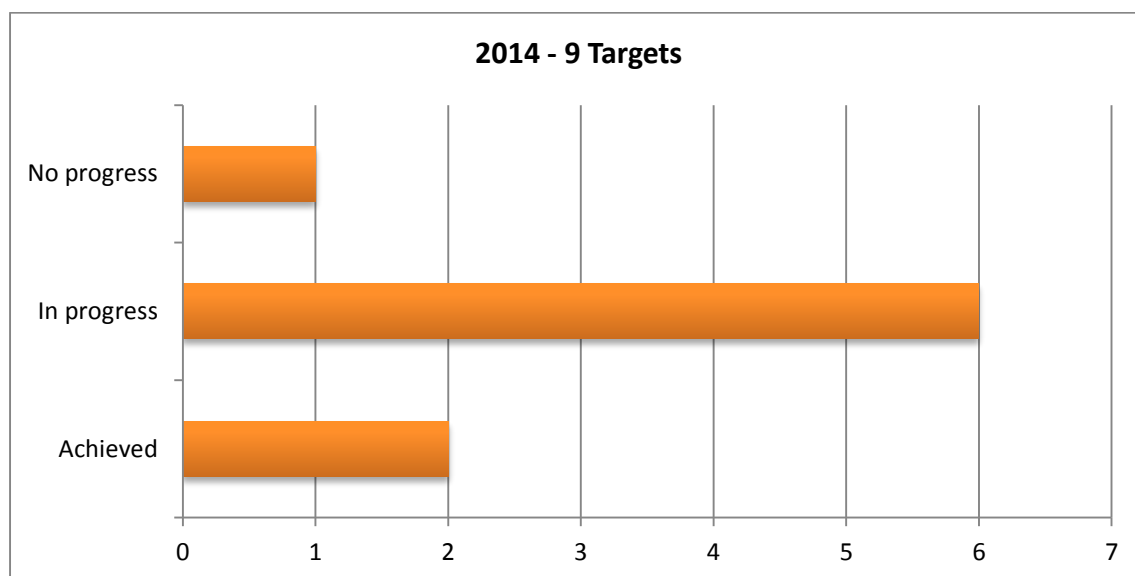
With regard to the eighteen (18) targets set for Outcome 3 during the CPAP implementation period 2012-2014, ten (10) were achieved to date and eight (8) are currently in progress.

**Figure 4: Achievement of Targets: All Outcomes**



With regard to the forty one (41) targets established for CPAP during the period 2012-2014, nineteen (19) were achieved to date, eighteen (18) are in progress and four (4) have not yet achieved any progress.

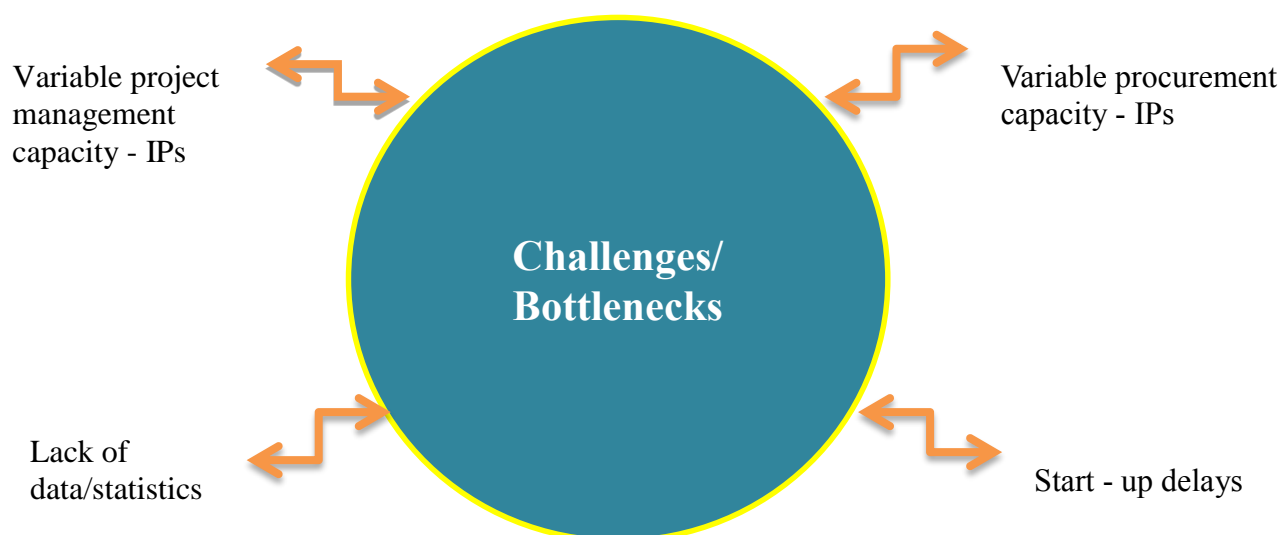
**Figure 5: Achievement of 2014 Targets**



**Achieved/In progress = 89%**

With regard to 2014, two (2) targets were achieved, six (6) are in progress and no progress was achieved with respect to one (1) target.

## Challenges



Among the challenges identified by IPs during the CPAP review process were:

- Start-up delays with regard to the implementation of activities
- Variable project implementation capacity among implementing partners
- Variable procurement capacity among implementing partners.
- Lack of data/statistics. Data was either short or in some instances not available at all.

During the CPAP Review meeting, partner agencies in attendance made the following additional comments:

- The *variable project implementation capacity* among partners is due to a paucity of skills within the government and among NGO agencies. Guyana has a small population which results in limited human capacity at various levels. Guyana's status as a small state needs to be considered at the international level.
- With regard to the *variable procurement capacity*, adhering to the multitude of procurement regulations imposed by the different donor institutions poses a major challenge. There needs to be harmonization of procurement procedures and this should be addressed at the highest level.
- The issue of *lack of statistics* will not be solved immediately; however there have been a number of small steps to address this. At the national level the IPs need to examine whether all of the data collected within the various entities are fully utilized. Additional support is also needed to analyse the data collected so as to inform programme planning and to measure progress – especially given that the MDG period is coming to a close. The Bureau of Statistics should work with the various Ministries to provide assistance in analyzing data.
- The externalities experienced by IPs need to be taken into consideration during programme implementation. The challenges identified overlap in almost every venture and they will continue into the coming years – there are no immediate or short term solutions to address these. Guyana's access to funding through UN agencies has been much reduced during recent years. The recent elevation of Guyana's status from a LIC to LMIC has had its repercussions e.g. reduced donor funding, non-eligibility to receive concessionary prices for antiretrovirals and vaccines, etc. As such, Guyana's ability to retain and attract additional sources of funding will impact on its national strategy and difficult choices will have to be made. The challenges presented during the CPAP review should thus take into consideration these macro challenges that face Guyana.

In responding UNDP commented as follows:

- The difficulties encountered in having to adhere to the various regulations of the different donor agencies are well understood. UNDP itself is faced with this same challenge when receiving funds from donor agencies. This often results in UNDP staff having to receive specialized training in the stipulated financial policies. With regard to variable implementation capacity, there is a need to develop a human development strategy aimed at training, education and capacity building to provide the required skills for Guyana. Perhaps the extractive industry could be approached to set aside part of their income to contribute to a human development fund as has happened in other countries. In view of the comments above, it may be useful for UNDP and its implementing partners to have a separate forum to discuss implementation capacity and also to examine the above challenges within the global context.

## Targets with no Progress

The targets identified for reconsideration were as follows:

### *Outcome 1 – Poverty*

- Paris Declaration Survey (2012)
- Sensitisation and awareness among the private sector on Green Commodities Facility and other green business funding and technical support opportunities (2013)
- SLM Medium Term Investment Plan presented to the private sector (2013)

### *Outcome 2 – Governance*

- Operational Tools for 3 Human Rights Commissions (2014)

Partner agencies in attendance made the following comments:

- The *Paris Declaration Survey* was not yet done due to a number of reasons. The joint forum previously established to discuss donor harmonization and issues related to the Paris Declaration, has not been functional. This forum needs to be resuscitated to allow for the interaction between the government and its development partners. Independent surveys in relation to the Paris Declaration will not be beneficial – it will be difficult to harmonize the findings of these surveys.
- Not much is known about the *SLM Medium Term Investment Plan* among GoG counterparts. Since this plan was developed during a GEF funded project that ended in 2010<sup>1</sup> and it has not yet been presented to Cabinet, then it should not be treated as a priority during the current CPAP cycle. The implementation of the plan should be addressed after it has been presented to Cabinet.
- The Indigenous Peoples Commission received assistance in developing a strategic plan and funds were allocated for the payment of stipends to the Commission's staff. The Commission has not yet implemented the strategic plan but has been making visits to the communities to obtain feedback from them. The Commission's 2013 annual report was presented and the 2014 annual report is in the process of being prepared.

The strategic plan for the Women and Gender Equality Commission was developed with UNDP's assistance and has been implemented to some extent. A chairperson for the Human Rights Commission however needs to be appointed. This chairperson has umbrella responsibilities for the three Rights Commissions. Standard Operating Procedures have been developed for the Rights Commissions to ensure standardization in the methodology used in addressing the issues presented to them. The protocols and operating procedures of the Ethnic Relations Commission should also be reviewed to ensure standardization of methodology

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<sup>1</sup> According to the Terminal evaluation (Sep 2012) of the capacity development and mainstreaming for sustainable land management project, page 6: "Implementation started in March 2008 and it was due to run for three years until the end of 2010. However, it was extended twice and eventually was closed operationally in March 2012."

- GoG would prefer if development agencies are referred to as “partners” rather than “donors”. The word “partner” is more reflective of the mutually beneficial relationship between partners and GoG in which both parties stand to gain.

In responding UNDP commented as follows:

- With regard to the *Paris Declaration Survey*, the UN is in the process of resuscitating the development partners group. UNDP held a recent discussion with a group of development partners to review their programmes of work and to explore joint collaboration as development partners. It was agreed that it would be beneficial to bring together the various parties to discuss the Paris Declaration Survey.
- With regard to the *Green Commodities Facility*, UNDP has been engaging with the private sector to establish a Code of Conduct for businesses to change their current practices. This change will take time since much social education is needed on green commodities and businesses need to be made aware of how little actions can have a negative impact on the community.
- With regard to the *SLM Medium Term Investment Plan* this was prepared as a result of a GEF funded project which ended around 2010. The plan relates to environmental degradation within the land sector. UNDP thought that it would be useful to implement this plan during the current CPAP cycle however it will take cognizance of the views expressed in determining how to move forward on this activity.

## Strategic Plan Alignment

### Overview of the UNDP Strategic Plan

The UNDP Strategic Plan 2014-2017 was approved in September 2013. During this period, UNDP will focus on achieving 7 outcomes:

- Inclusive and sustainable growth and development
- Citizen expectations for voice and accountability
- Strengthened institutions for access to basic services
- Reducing gender inequality and promoting women’s empowerment
- Reduced conflict and natural disasters
- Early recovery and development for post conflict and post disaster settings
- Development debates prioritise poverty, inequality and exclusion

To achieve the vision and results of the Strategic Plan UNDP will focus on 3 areas of development work:

- Sustainable development pathways
- Inclusive and effective democratic governance
- Building resilience

### Importance of Alignment

All UNDP Country Offices need to be aligned with the UNDP Strategic Plan 2014-2017 to ensure focused and higher quality programmes that deliver better results more cost effectively to benefit programme countries. There is not sufficient time to await the development of new CPDs, programmes and projects to reflect the new Strategic Plan since in the case of Guyana, a new CPAP will not be in place before 2016.

### **Alignment Parameters and Suggestions for Alignment**

There are three Alignment Parameters – thematic, design and operational. The parameters as well as possible suggestions for alignment with each are outlined below.

#### **Programme Alignment Parameter (1)**

Programme Alignment Parameter (1) is thematic in nature and it addresses:

- Sustainable development pathways
- Inclusive and effective democratic governance
- Building resilience with a focus on new and emerging areas e.g.: sustainable production technologies; renewable energy; natural resource management; extractive industries; urbanization; citizen security; social protection and; risk management.

#### *Examples/Suggestions for Thematic Alignment*

Examples/suggestions for thematic alignment are the inclusion in the Country Programme elements of:

- HIV
- Risk management for resilience
- Citizen security
- Social cohesion
- Modern energy services
- Natural resources management
- Universal access to basic services

#### **Programme alignment parameter (2)**

Programme alignment parameter (2) focuses on project design including:

- Targeting
- Issues based approach
- Scalability
- Sustainability
- South-South and Triangular Cooperation
- Voice and participation

#### *Examples/Suggestions for Design Alignment*

Examples/suggestions for design alignment are the inclusion in the Country Programme elements of:

- Targeting Female Headed Households and People With Disability
- Including issues of entrepreneurship, innovation, environmental awareness and rule of law
- Building an explicit exit strategy into projects
- Increasing South-South Cooperation/Triangular Cooperation in the design of projects

### **Programme alignment parameters (3)**

Programme alignment parameter (3) focuses on UNDP's Operational Management with regard to:

- Evidence based approach
- Theories of change
- Portfolio management
- Enhanced Monitoring and Evaluation
- Risk management

#### *Examples/Suggestions for Operational Alignment*

Examples/suggestions for Programme Alignment are the inclusion in the Country Programme elements of:

- Building capacity of Country Office staff for data analysis and improving the collection of available national data and statistics
- Increasing synergy across themes
- Strengthening the management of risks and application of environmental and social safeguards at the project level

Partner agencies made the following additional comments:

- GoG partners are not familiar with the UNDP 2014–2017 Strategic Plan. Countries should have been apprised of the consequences of the implementation of the Strategic Plan. With regard to the Strategic Plan, it is not clear what “building resilience” means. With regard to the programme alignment parameter on sustainable development pathways and citizen security, these are not new for Guyana. The language in the presentation seems to reflect that Guyana has to accept the contents of the Strategic Plan. In addition, there is a need to know whether Guyana would receive additional funds to implement the activities identified in the Strategy. There is an urgent need for more dialogue on this and a separate forum should be convened to familiarize GoG partners in this regard.
- There is need for clarification on whether the Strategic Plan will replace the current areas of focus in the CPAP. The impact of the Strategic Plan on the current UNDP programme needs to be highlighted. Building resilience for example is applicable to each component of the current programme, thus it is not clear what this means in the alignment process. Citizen security is also already being addressed in the current programme. UNDP needs to engage its partners in discussing the Strategic Plan as it does in the development of the

UNDAF. Guyana has specific needs and the question is whether the components of the Strategic Plan address these needs.

In responding UNDP commented as follows:

- It was assumed that Guyana was aware of the 2014-2017 Strategic Plan since Guyana participates on the Executive Board which approved the plan at the global level. However this assumption is apologized for. A separate forum to familiarize implementing partners with the contents of the Strategic Plan and to obtain their feedback will be convened. It should be noted however that the areas of focus in the Strategic Plan include those already identified by Guyana in the CPAP. As such, no major shifts are anticipated in Guyana's alignment with the Strategic Plan – the changes will be very minimal. The purpose for making reference to the Strategic Plan at this review meeting was to provide insights for the development of the new CPAP, based on Guyana's priorities. With the adoption of the Strategic Plan at the global level, each country office was also required to review their current CPAP to assess the state of accomplishment within corresponding focus areas in the Strategy. This does not mean that a new CPAP would have to be developed for alignment. During 2016, the UN will also be required to develop a new UNDAF in consultation with its implementing partners.
- Various countries have identified Poverty Reduction as their vision in the Strategic Plan and in Guyana's case, implementing partners will need to identify the elements that apply. Effective risk management is a macro issue and consideration needs to be given to including elements of risk management into the respective programmes. The elements of the Strategic Plan's global offer will need to be reviewed to determine those that are applicable to Guyana.

### **The Way Forward (2015 – 2016)**

The following are the targets to be achieved during 2015 – 2016.

#### *Outcome 1 – Poverty*

- Training programmes for the private sector on developing green business plans (2015)

#### *Outcome 2 – Governance*

- Support to GECOM for national and regional elections (2015)
- Support to Parliament in developing a long term plan for its capacity development (2015)
- Community level reconciliation pilot project (2016)

#### *Outcome 3 – Environment*

- Data and information management system developed for decision making (2015)

#### *Development of a new CPAP*

### **Conclusions & Recommendations**



The conclusions and recommendations proposed by UNDP and its implementing partners during the CPAP review meeting were as follows:

## **Conclusions**

1. The CPAP review served as a useful forum for clarifying a number of issues for both UNDP and its implementing partners. GoG and other implementing partners are appreciative of UNDP's support over the years in accomplishing the achievements under the CPAP and the UNDAF, and also the impartial role that UNDP plays with regard to governance in Guyana.
2. There is close alignment between the priorities of the GoG and the broad thematic areas addressed by the CPAP. There has been effective implementation of the CPAP thematic areas as reflected in the high percentages of achieved targets or targets on course to be achieved. The GoG and other implementing partners are appreciative of the support provided by UNDP in accomplishing these achievements. The GoG especially recognizes the key role played by UNDP in supporting the implementation of the LCDS and also its impartial role with regard to governance in Guyana. UNDP's partnership has been instrumental in implementing the projects "Amerindian Development Fund" and "Amerindian Land Titling". UNDP has also been a supportive partner in the management of the GRIF resources.
3. The concept of the UN Delivering as One was viewed as a welcome opportunity for the coordination of the work of all UN agencies. It was however recognized that achieving this goal will require enormous effort to harmonize the various modus operandi of the different UN agencies.
4. The challenges encountered during the CPAP implementation are recurrent: limited implementation capacity among IPs, limited procurement capacity, and the shortage/absence of statistics to inform programme planning or measure progress. Guyana's situation as a small state with a small population impacts the availability of skilled personnel. The requirement for implementing partners to adhere to the multitude of procurement regulations imposed by the different donor institutions is very tedious and has an impact on procurement capacity among these implementing partners.
5. GoG expressed dissatisfaction with the global underperformance in achieving MDG 8 (A Global Partnership for Development) for which a number of unrealistic targets appear to have been established. The achievement of this goal is heavily dependent on the timely receipt of development funds by governments. The lack of predictability in the receipt of this funding has seriously impacted progress in the achievement of MDG 8 globally. In general, the non-delivery of the developed countries on their commitment of 0.7% of their Gross National Product towards Official Development Assistance, has significantly impacted the achievement of the MDGs.
6. The recent elevation of Guyana's status from a LIC to a LMIC has had its repercussions in the form of reduced donor funding. As such, Guyana's ability to retain current funding sources and also to source additional funds will impact on its national strategy and will result in difficult choices having to be made.

## Recommendations

1. The macro challenges that face Guyana as a small state and the resulting externalities experienced by implementing partners need to be taken into consideration at the international level and during the CPAP implementation. The challenges identified during the CPAP review should generally be considered within this context.
2. With regard to variable implementation capacity, there is a need to develop a human development strategy aimed at training, education and capacity building to provide the required skills for Guyana. As a possible option the extractive industry could be approached to set aside part of their income to contribute to a human development fund as obtains in some other countries.
3. In response to the challenge of variable procurement capacity among implementing partners, there should be harmonization of procurement procedures to address the challenge of adherence to the multitude of regulations imposed by the different donor institutions.
4. Implementing partners should examine whether all of the data collected by the various entities in Guyana is fully utilized. Additional support should be provided to analyse the data collected so as inform programme planning and also measure progress in achieving targets – especially given that the MDGs period is coming to an end. The Bureau of Statistics should work along with the various Ministries in providing assistance in data analysis.
5. UNDP and its implementing partners should convene a separate forum to discuss implementation capacity and also to examine in greater detail within the global context, the challenges identified during the CPAP review.
6. The joint forum previously established to discuss donor harmonization and issues related to the Paris Declaration Survey has been resuscitated to allow for the required interaction between the government and its development partners.
7. The UN, and in particular UNDP should advocate for a more predictable delivery of development assistance, especially as it relates to the non-achievement of MDG goal 8 (A Global Partnership for Development) and the under performance in achieving the objectives of the Paris Declaration.
8. The SLM Medium Term Investment Plan has not yet been presented to Cabinet and it should not be treated as a priority during the current CPAP cycle. The implementation of the plan should be addressed after it has been presented to Cabinet.
9. A chairperson for the Human Rights Commission should be appointed given the umbrella responsibilities which this individual has over the three Rights Commissions. In addition, the protocols relating to the operations of these Commissions and also those of the Ethnic Relations Commission should be reviewed to ensure that each Commission employs a standardized methodology in addressing relevant issues.
10. UNDP will convene a separate forum to discuss the contents of the 2014-2017 Strategic Plan along with any realignment of the CPAP with the Plan. However, the present time is

not suitable given the time it takes to engage the relevant partners and the reduced pace of activity that occurs during the elections period which is imminent.

11. While donor partners have their own global priorities, they need to be cognizant of the priorities of the countries in which they deliver assistance. There should be some type of visioning exercise in Guyana to harmonize these various priorities.

## **Annex 1: Terms of Reference: CPAP Annual Review**

### **Government of Guyana/United Nations Development Programme**

#### **2012 – 2016 Programme Cycle**

#### **Country Programme Action Plan Annual Review - 2014**

##### **Terms of Reference**

<b><u>Country Office:</u></b>	Guyana
<b><u>Responsible Team:</u></b>	Programme Team
<b><u>Start Date:</u></b>	WK 1 November, 2014
<b><u>Duration:</u></b>	Six weeks

##### **CONTEXT**

The 2012-2016 Country Programme (CP) focuses on three thematic areas: Environment and Sustainable Development, Inclusive Growth and Inclusive Governance. This CP has been designed to (i) further integrate poverty reduction, environment, disaster risk reduction and democratic governance; (ii) achieve improved financial efficiencies and programme effectiveness; (iii) focus on developing capacity for the generation, use, and analysis of information for sustainable development planning and policy making at the national level and (iv) ensure mandatory capacity assessments of implementing partners, and support implementation of capacity strengthening plans. United Nations Development Programme Country Office (UNDP CO) will also place greater emphasis on using a results-based management approach in designing its projects.

The CP was also designed with the following key strategic considerations: (i) UNDP will build on the work and experiences of the last CP by further aligning its work with the Low Carbon Development Strategy (LCDS) which would facilitate greater poverty, environment and democratic governance integration. This would ensure that development programming is aimed at addressing the needs of the most vulnerable populations and communities such as women, Amerindians, and youth especially in peri-urban and rural communities; (ii) poverty programming will aim at both upstream and down-stream levels to address structural barriers for developing Small and Medium Enterprises (SMEs) and increase access of communities to financial and technical resources necessary for developing and sustaining economic enfranchisement initiatives; (iii) using UNDP's comparative advantage as an impartial broker of development assistance, democratic governance efforts will focus on capacity development for inclusive governance by strengthening the capacities of newly established constitutional rights commissions, (iv) supporting Parliament to better document parliamentary proceedings and improve the public's access and contribution to the legislative process and (v) supporting the government efforts to strengthen the national M&E systems for greater programme effectiveness (vi) improved coordination in the environment and natural resources sector, by strengthening strategic planning, data collection, information

management and reporting for decision-making. These strategies have informed the mix of projects to be implemented and will also allow UNDP to identify additional opportunities outside of the CP.

The Country Programme Action Plan (CPAP) signed in July 2012 operationalises the CP for 2012-2016 and was developed in close consultation with the Government and key in-country development partners.

The UNDP Guyana through this CPAP will respond to the persistent development challenges affecting Guyana as outlined in the LCDS 2010 (updated in 2013), the Poverty Reduction Strategy (PRS) 2006 and the National Competitiveness Strategy (NCS) 2006.

It is aligned with the four UNDAF thematic areas identified by the Government of Guyana (GoG) for UN programming viz: Environment and Sustainable Development, Inclusive Growth, Inclusive Governance and Human and Social Development.

An annual review is important to: 1) assess the achievement of the overall annual targets of UNDP funded activities in the context of UNDAF and national results/outcomes. 2) identify and address operational issues of the CPAP implementation, including those that could lead to revisions to CPAP if required. 3) ensure mainstreaming of key programming principles. Therefore, the GoG and the UNDP have agreed, to this CPAP Annual Review process which will take place in the fourth quarter of 2014.

#### **PURPOSE OF THE ANNUAL REVIEW**

This 2014 Annual Review aims to determine the status of implementation of the CPAP and make recommendations for its more efficient and effective implementation, monitoring and evaluation, as necessary.

The Annual Review will also be used as an entry point to support alignment with the UNDP 2014-2017 Strategic Plan. To this end the Review will firstly determine necessary adjustments to ensure programme alignment based on three parameters: thematic alignment, design and operational/management. The Review will also propose options for alignment and finally develop an action plan for the way forward.

#### **OBJECTIVES**

The CPAP Annual Review process aims to:

- Identify the key achievements, facilitating factors and challenges for 2014
- Determine the status of CPAP outcomes, outputs and targets for 2014
- Assess continued relevance of expected results in line with any changes to the recently reviewed UNDAF
- Draw conclusions to inform subsequent years, AWP, as well as to adjust the CP Document (CPD) monitoring and evaluation plan as necessary
- Propose any modifications/re-orientations relevant to achieve the outcomes

- Recommend how UNDP could improve the likelihood of achieving these outcomes through modifying its programming, operational procedures, partnership arrangements and resource mobilization strategies
- Prepare inputs in the Results Oriented Annual Report
- Propose any modification/re-orientations to ensure alignment with the UNDP 2014-2017 Strategic Plan.

### **EXISTING INFORMATION SOURCES**

The materials listed below will be made available to the review team and are expected to be reviewed and referenced, as necessary, in the draft and final reports:

- The 2012-2016 CPD
- The 2012-2016 CPAP
- Annual Work Plans (AWPs)
- Quarterly reports for the period under review
- Project evaluations for the period under review
- UNDAF MTR report
- UNDP 2014-2017 Strategic Plan
- UNDP Strategic Plan Alignment Notes

### **REVIEW PROCESS METHODOLOGY**

The review team is expected to commence work in the first week of November 2014 and will submit the first draft report within 3 weeks for review and comments. The recommendations, from the Annual Review meeting will be incorporated into the final report.

The CPAP review team is expected to work with participation from the GoG through the implementing partners in the data collection phase. UNDP will share the data collection tool with GoG (Ministry of Finance) and will complete it, in consultation with the relevant implementing partner. The UNDAF midterm review report will be used to substantiate findings for the period January – June 2014.

The review team will also utilize the alignment worksheets to examine alignment of programme portfolios with the Strategic Plan.

The review will be conducted in four phases as follow:

**Phase 1:** Desk review;

**Phase 2:** Data collection;

**Phase 3:** Data analysis and writing report;

**Phase 4:** Presentation and dissemination of findings at the Annual Review Meeting.

### **CPAPR Team**

The CPAPR team will comprise the UNDP Resident and Deputy Resident Representatives, Programme Staff and representatives of GoG. The review team will be engaged to facilitate

the consolidation of agency inputs, the analysis of programme progress and the development of the final report.

The review team will: i) communicate and share information with implementing partners; ii) approve the CPAP Annual Review report and guide the submission of the review report to the GoG and the UNDP Headquarters and iii) act as the forum for the monitoring dialogue to help the UNDP and the GoG oversee the overall progress of the 2012-2016 CPAP.

## DELIVERABLES

- Reviewed technical documents i.e. (country programme action plans annual work plans, annual reports, and any other relevant documents)
- Review meeting with national partners
- Preliminary report of the CPAP Annual Review
- Alignment Action Plan

## DURATION OF REVIEW:

The Annual Review will last 6 weeks.

### I. TIMELINE.

ACTION	RESPONSIBLE	November				December			
		W1	W2	W3	W4	W1	W2	W3	W4
Draft letter of engagement and share TOR with GoG	RR/DRR								
Distribution of Data Collection Matrices to Agencies	RR/DRR								
Submission of Data collection matrices by Programme Analysts	Programme Analysts								
Synthesis of Data	PM&E Analyst/ Programme Analysts								
UNDP review of consolidated matrices	RR/DRR/Staff								
Presentation of preliminary findings at Annual Review Meeting	RR/DRR/ PM&E Analyst/ Programme Analysts								
Submission of draft CPAP Annual Report	DRR/ PM&E Analyst/ Programme Analysts								

## Annex 2: CPAP Annual Review Matrix

[illegible]



### Annex 3: List of Documents Reviewed

- Guyana Forestry Commission**, *Guyana's REDD+ Strategy Options: Stakeholder Sessions Summary*. Georgetown 2014.
- Government of Guyana**, *National Emergency Shelter Management Policy: Vulnerability Assessment and Evacuation and Shelter Management Plan for Region 4*. Georgetown 2014.
- Government of Guyana**, *National Multi-hazard Preparedness and Response Plan (NMHPRP)*. Georgetown 2014.
- Government of Guyana**, *Strategic Plan for the Civil Defence Commission (CDC) – Guyana 2014-2017*. Georgetown 2014.
- Government of Guyana**. *Guyana MDG Acceleration Framework: Improve Maternal Health*. Georgetown 2014.
- Government of Guyana and United Nations**, *Guyana's MDG Acceleration Framework and Country Action Plan Draft*. 2014.
- Government of Guyana/UNCT**, *Guyana United Nations Development Assistance Framework 2012-2016*. Georgetown 2011.
- Government of Guyana and UNDP**, *Costed Strategic Plan Framework for the Ministry of Natural Resources and the Environment 2013-2018*. Georgetown, 2013.
- Government of Guyana and UNDP**, *Energy Needs Assessment Final Report*. Georgetown 2013.
- Government of Guyana and UNDP**, *Hinterland Energy Strategy (2014-2023)*. Georgetown 2013.
- Government of Guyana and United Nations**, *Development Assistance Framework for the Republic of Guyana 2012-2016*. August 2011.
- UNDP**, *Terminal Evaluation Report "Energy Access at Community Level for MDG Achievement in Hinterland Area."* Georgetown 2014.
- UNDP**, *Terminal Evaluation Report "Strengthening National and Local Capacities for Disaster Response and Risk Reduction"*. Georgetown 2014.
- UNDP**, *Annual Work Plan, Enhancing the Economic Livelihood of the Poor in Guyana*. Georgetown 2014.
- UNDP**, *Annual Work Plan, Strengthening Capacities for Development Planning and Monitoring*. Georgetown 2014.
- UNDP**, *Quarterly Progress Report*. 2014
- UNDP**. *Support to the Guyana Elections Commission Project Document*. Georgetown 2013.
- UNDP**, *Strategic Plan 2014-2017*. New York 2013.
- UNDP**, *Women and Gender Equality Commission Five Year Strategic Plan: 2013 – 2018*. Georgetown 2013.
- UNDP**, *Assessment of the Committee System of the National Assembly of the Parliament of Guyana*. Georgetown 2013.
- UNDP**, *Country Programme Document for Guyana 2012-2016*. Georgetown 2012.
- UNDP**, *Country Programme Action Plan 2012-2016*. Georgetown 2012.
- UNDP**, *Initiation Plan (ADF) 2012-2014*. Georgetown 2012.
- UNDP**, *Towards Effective Rights Commissions in Guyana: UNDP Capacity Assessment Report*. Georgetown 2012.
- UNEG**, *Ethical Guidelines for Evaluation*. New York 2008.
- UNEG**, *Standards for Evaluation in the UN System*. New York 2005.

## Annex 4: Correspondence

### United Nations Development Programme



5 November, 2014

Honourable Minister,

**Re: Government of Guyana – UNDP Guyana Country Programme Action Plan Annual Review.**

The Country Programme Action Plan (CPAP) developed in close consultation with the Government and key in-country development partners and signed in July 2012 operationalises the Country Programme (CP) for 2012-2016.

The CP focuses on three thematic areas: Environment and Sustainable Development, Inclusive Growth and Inclusive Governance. And has been designed to (i) further integrate poverty reduction, environment, disaster risk reduction and democratic governance; (ii) achieve improved financial efficiencies and programme effectiveness; (iii) focus on developing capacity for the generation, use, and analysis of information for sustainable development planning and policy making at the national level and (iv) ensure mandatory capacity assessments of implementing partners, and support implementation of capacity strengthening plans.

It is aligned with the four UNDAF thematic areas identified by the Government of Guyana (GoG) for UN programming viz: Environment and Sustainable Development, Inclusive Growth, Inclusive Governance and Human and Social Development.

An annual review is important to: i) assess the achievement of the overall annual targets of UNDP funded activities in the context of UNDAF and national results/outcomes. ii) identify and address operational issues of the CPAP implementation, including those that could lead to revisions to CPAP if required. iii) ensure mainstreaming of key programming principles. Therefore, the UNDP seeks the agreement and support of the Government for this CPAP Annual Review process which will take place from November 6, 2014.

This review aims to determine the status of implementation of the CPAP and make recommendations for its more efficient and effective implementation, monitoring and evaluation, as necessary. An annual review meeting will be scheduled in the first week of December 2014 to discuss the findings of the review.

Please find attached the Terms of Reference for the annual review as well as the Annual Review Matrix and Guidance Note. I would be grateful if you would convey same to our Implementing Partners for completion in consultation with UNDP programme staff.

The UNDP Guyana looks forward to the continued cooperation with the Government of Guyana. Please accept, Honourable Minister, the renewed assurances of my highest consideration.

Yours sincerely



Khadija Musa

Resident Representative

Honourable Minister Dr. Ashni Singh  
Ministry of Finance  
Main Street, Kingston  
Georgetown  
**GUYANA**

**United Nations Development Programme**

8 December, 2014



Dear Hon. Minister,

**Re: Government of Guyana – UNDP Guyana  
Country Programme Action Plan Annual Review.**

With reference to our letter dated 5 November 2014, we hereby submit a change of date for the annual review meeting for the Country Programme Action Plan (CPAP).

With due cognizance to the end of year project activities of our implementing partners and in order to afford full participation in the review meeting, we propose an alternative date of January 16, 2015 at 9 am. Additionally, we would be appreciative if you would deliver brief opening remarks at the meeting.

We anticipate a successful exercise as collectively we determine the status of implementation of the CPAP and make recommendations for its more efficient and effective execution, monitoring and evaluation, as necessary.

The UNDP Guyana expresses its gratitude for the cooperation effected with the Government of Guyana during 2014 and looks forward to continued partnership.

Please accept, Honourable Minister, the renewed assurances of my highest consideration and best wishes for the New Year.

Yours sincerely

  
Khadija Musa  
Resident Representative

Dr. The Hon. Ashni Singh  
Minister of Finance  
Ministry of Finance  
Main Street, Kingston  
Georgetown

## **Annex 5: Agenda of Annual Review Meeting**

### **GOVERNMENT OF GUYANA/UNITED NATIONS DEVELOPMENT PROGRAMME GUYANA**

#### **Country Programme Action Plan Annual Review Meeting**

**February 6, 2015**

#### **Agenda**

9:00 – 9:15am	Call to Order
	Welcome & Opening Remarks
	Ms. Khadija Musa, Resident Representative, UNDP
	Dr. The Hon. Ashni Singh, Minister of Finance
9:15 – 10:15am	Presentations on Country Programme Action Plan (CPAP) Review Findings - UNDP Thematic Leaders
	Outcome 1      Mr. Trevor Benn
	Outcome 2      Mr. Trevor Benn
	Outcome 3      Dr. Patrick Chesney
10:15 – 10:30am	Break
10:30 – 11:30am	Presentations on CPAP Review Findings Cont'd Challenges      Mr. George Wachira
	Discussion
11:30 – 12:00pm	Presentation on Strategic Plan Alignment & The Way Forward - UNDP Thematic Leaders
	Dr. Patrick Chesney
	Ms. B. Andrea Heath-London
	Ms. Chisa Mikami
12:00 – 12:15pm	Closing Remarks
	Ms. Gail Teixeira, Presidential Advisor on Governance
	Ms. Chisa Mikami, Deputy Resident Representative, UNDP



## **Annex 6: Welcome/Opening Remarks**

**Welcome Remarks by UNDP Resident Representative, UN Resident Coordinator Ms. Khadija Musa on the occasion of the 2012- 2016 CPAP Annual Review Meeting, 6 February, 2015, Herdmanston Lodge, Georgetown, Guyana.**

Hon. Minister of Finance, Dr. Ashni Singh

Representatives of the Donor Community

Members of the UN Country Team

UN Staff Members

Implementing Partners

Representatives of Civil Society

Ladies and Gentlemen

It is my privilege to welcome you today to the Country Programme Action Plan Annual Review Meeting.

UNDP is privileged to have this important opportunity to work with the Government of Guyana and all stakeholders to provide support to Guyana as it responds to persistent development challenges particularly as outlined in the Low Carbon Development Strategy.

The 2012-2016 Country Programme focuses on three thematic areas: Environment and Sustainable Development, Inclusive Growth and Inclusive Governance. This Country Programme has been designed to (i) further integrate poverty reduction, environment, disaster risk reduction and democratic governance; (ii) achieve improved financial efficiencies and programme effectiveness; (iii) focus on developing capacity for the generation, use, and analysis of information for sustainable development planning and policy making at the national level and (iv) ensure mandatory capacity assessments of implementing partners, and support implementation of capacity strengthening plans.

The Country Programme was also designed with the following key strategic considerations: (i) UNDP will build on the work and experiences of the last Country Programme by further aligning its work with the Low Carbon Development Strategy which would facilitate greater poverty, environment and democratic governance integration. This would ensure that development programming is aimed at addressing the needs of the most vulnerable populations and communities such as women, Amerindians, and youth especially in peri-urban and rural communities; (ii) poverty programming will aim at both upstream and down-stream levels to address structural barriers for developing Small and Medium Enterprises and increase access of communities to financial and technical resources necessary for developing and sustaining economic enfranchisement initiatives; (iii) using UNDP's comparative advantage as an impartial broker of development assistance, democratic governance efforts will focus on capacity development for

inclusive governance by strengthening the capacities of newly established constitutional rights commissions, (iv) supporting Parliament to better document parliamentary proceedings and improve the public's access and contribution to the legislative process and (v) supporting the government efforts to strengthen the national M&E systems for greater programme effectiveness (vi) improved coordination in the environment and natural resources sector, by strengthening strategic planning, data collection, information management and reporting for decision-making. These strategies have informed the mix of projects that have been implemented and those that will be executed in the next two years.

Today, we aim to review the progress of achieving our targets. In doing so we would not like to only record our achievements but examine those areas in which we were perhaps not as successful.

We are therefore optimistic that through this engagement, we can learn from you of your challenges in implementing projects over the past year. And discuss the way forward to resolving such challenges for the successful implementation of the CPAP during 2015-2016.

This review also comes at a juncture when we need to begin to plan for the new CPAP. Our discussion here would provide a useful entry point to explore plans and programmes and identify opportunities for meaningful partnerships in support of Guyana's development in the new Country Programme.

I must also let you know that this review comes at a time when the UNDP is advancing the implementation of its new Strategic Plan. The 2014-2017 Strategic Plan was the result of an unprecedented level of consultation with Member States, experts from various thematic areas and civil society organisations. Approved in September 2013, the Plan maintains and reinforces our mandate on sustainable human development and explains what UNDP will focus on during 2014-2017. All UNDP Country Offices must be aligned with the Plan to ensure focused and higher quality programmes that deliver better results more cost effectively to benefit programme countries like Guyana. We will share with you today some key alignment principles and explore ideas for aligning this CPAP and our current portfolio to this Plan.

As we begin this New Year UNDP looks forward to working with all agencies, traditional and non-traditional partners to find better ways of being effective. My personal commitment to you is to provide opportunities for collaborative work in the continued implementation of this CPAP.

I welcome you again and look forward to fruitful discussions today.

## **Summary of Opening Remarks by Dr. The Hon. Ashni Singh, Minister of Finance**

Dr. The Hon. Ashni Singh, Minister of Finance expressed his appreciation for being invited by UNDP to deliver remarks. He acknowledged the close alignment between the priorities of the Government of Guyana (GoG) and the broad thematic areas addressed by the CPAP – Inclusive Governance, Inclusive Growth and Environment and Sustainable Development. This alignment Dr. Singh noted, has resulted in the effective implementation of the CPAP thematic areas for which the GoG is pleased. With regard to the thematic areas, the GoG has endeavoured in a systematic and comprehensive way to strengthen the institution of governance and to lay the foundation for sustainable and inclusive growth for which much has been achieved. With regard to the environment, Guyana continues to be in the forefront in discussing sustainable development issues.

Dr. Singh advised that the Low Carbon Development Strategy (LCDS) forms the backdrop for many of the developmental activities that the GoG has been involved in. This Strategy has formed the basis for engaging with many of the development partners in Guyana and the GoG recognizes the key role that UNDP has played in the effective implementation of the Strategy. UNDP's partnership has been instrumental in implementing projects under LCDS such as the Amerindian Development Fund and the Amerindian Land Title Project – both of which are of extreme importance to the GoG. Dr. Singh also acknowledged UNDP's role as a partner in the mediation of the GRIF resources and especially its role as an important and impartial partner in governance in Guyana.

With regard to the UN delivering as one, Dr. Singh expressed the opinion that this would be a good opportunity for the alignment of the work of all UN partners. The UN has played a crucial role in the development of the Millennium Development Goals (MDGs) and is equally involved in the development of the post MDG goals. Dr. Singh however expressed his dissatisfaction with the global underperformance in achieving MDG goal 8 (A Global Partnership for Development) for which he felt that a number of unrealistic targets had been established. He urged the UN, and especially UNDP in their impartial role to address the non achievement of this goal and in particular, the under performance in achieving the objectives of the Paris Declaration. The achievement of MDG 8 Dr. Singh emphasized, hinged heavily on the timely receipt of development funds by governments and the GoG in particular develops its budget in anticipation of receipt of these funds. The lack of predictability in the receipt of this funding by the developing world has seriously impacted progress in the achievement of MDG 8 globally.

Dr. Singh further lamented the non delivery of development support in achieving other UN targets due to the introduction of various technicalities by the UN even after governments have satisfied their side of the bargain. He stressed that the eradication of poverty is a global good and that all parties who signed onto the global development pact have a responsibility to be held accountable and to deliver. These obligations, he emphasized relate to both the development partners and the respective governments. Dr. Singh also alluded to the developed countries non delivery on their commitment of 0.7% of their Gross National Product towards Official Development Assistance.



This he noted was crucial for the achievement of the MDGs. Dr. Singh further expressed his displeasure at the GoG having to be made answerable for under performance with respect to specific UN targets when often times the predisposing circumstances are outside of the Government's control.

Dr. Singh closed by pledging the GoG's commitment to its partnership with the UN while urging UNDP to explore ways of advocating for a more predictable delivery of development assistance and for greater accountability by the donor community.

## **Annex 7: Closing Remarks**

### **Summary of Closing Remarks by Ms. Gail Teixeira, Presidential Advisor on Governance**

Ms. Gail Teixeira, Presidential Advisor on Governance acknowledged that the CPAP review served as a useful forum for clarifying a number of issues. She thanked UNDP for its support over the years in accomplishing the achievements under the CPAP and the UNDAF. The agencies involved in accomplishing these achievements should be proud of their performance as Guyanese. Ms. Teixeira reflected on changes taking place globally and especially in Guyana given the upcoming national elections to be held in May 2015. At elections time, the pace of implementation of activities based on previous experience, tends to slow down and this can result in uncertainties among donor agencies. As such, this period is probably not a good time to discuss the re-alignment of the CPAP with the UNDP Strategic Plan 2014-2017 – such alignment will take time given the need to consult with government and civil society. Ms. Teixeira further expressed her approval for UNDP's decision to hold a separate forum to discuss the alignment of the CPAP with the UNDP Strategic Plan.

Ms. Teixeira expressed the view that each donor agency has its strengths and weaknesses with regard to the areas of expertise within their pool of personnel and it was a concern of the GOG that these agencies often times trip over one another in attempting to provide development support. She further emphasized that while donor partners have their own respective global priorities, they also need to be cognizant of the priorities of the countries in which they deliver assistance. In this regard, there needs to be some type of visioning exercise in Guyana to harmonize these various priorities.

With regard to the UN Delivering as One, Ms. Teixeira expressed the view that while this a great concept, the modalities of achieving this appear very daunting at the present time when one considers the enormous effort that will be required to harmonize the modus operandi of the various agencies.

Ms. Teixeira closed by congratulating UNDP for the achievements that it had accomplished during the current CPAP cycle.

**Summary of Closing Remarks by Ms. Chisa Mikami, Deputy Resident Representative, UNDP**

Ms. Chisa Mikami, Deputy Resident Representative, UNDP in delivering her remarks thanked the audience for their participation in the CPAP review exercise. She especially thanked them for their partnership in implementing the CPAP noting that the achievements could only have been accomplished through their ongoing collaboration with UNDP. Ms. Mikami looked forward to this same active collaboration in moving forward with delivering development assistance in Guyana.

## Annex 8: List of Participants

Ms. Akilah Dorris	C.M.D.O, Ministry of Local Government & Regional Development
Ms. Alema Moore	Deputy Permanent Secretary, Ministry of Local Government and Regional Development
Ms. B. Andrea Heath-London	Planning, Monitoring and Evaluation Analyst UNDP
Ms. Angela Alleyne	Assistant Representative, FAO
Ms. Anna Fox	Projects Officer, Guyana Forestry Commission
Hon. Dr. Ashni Singh	Minister, Ministry of Finance
Ms. Audrey Nedd-Johnson	Economic Financial Analyst, Ministry of Finance
Mr. Bramhanand Singh	Special Projects Officer, Ministry of Local Government and Regional Development
Col. (ret'd) Chabilall Ramsarup	Director General, Civil Defence Commission
Ms. Cheryl Sampson	Deputy Chairperson, Women & Gender Equality Commission
Ms. Chisa Mikami	Deputy Resident Representative, UNDP
Ms. Colette Hytmiah Singh	Communications Analyst, UNRCO
Mr. Colin Klautky	Chief, Guyana Organization of Indigenous Peoples
Mr. Daniel Joly	Counsellor, Canadian High Commission
Ms. Diana Swan Lawrence	CEO, Women & Gender Equality Commission
Ms. Donna Levi	Head, Bilateral Monitoring Unit, Ministry of Finance
Ms. Elisabeth Harper	Director General, Ministry of Foreign Affairs
Ms. Elizabeth Alleyne	Executive Director, Public Service Commission
Ms. Gail Teixeira	Presidential Advisor on Governance, Office of the President
Mr. George Wachira	Policy Advisor, UNDP
Ms. Hermina Gilgeous	D.C.N.A, Parliament Office
Ms. Juanita Burrowes	Founder/Prevention Coordinator, United Bricklayers
Ms. Jude Da Silva	Programme Coordinator, Ministry of Amerindian Affairs
Ms. Juliet Dos Santos	Executive Associate, UNDP
Mr. Kapil Mohabir	Director, GRIF Programme Management Unit, Office of the President
Ms. Khadija Musa	Resident Representative, UNDP
Ms. Krystle Corpuz	Intern, UNDP
Mr. Kyle Walrond	Programme Associate, UNDP
Mr. Benedikt Madl	Head, Bilateral Development Cooperation, European Union
Ms. Mena Carto	Rapporteur
Ms. Nichola Namdeo	Senior Commerce Officer, Ministry of Tourism
Ms. Nathalie Hanley	Programme Consultant, UNDP
Mr. Neil Bacchus	Chief Executive Officer, Indigenous Peoples Commission

Mr. Noland Jervis	ACEO, GECOM
Ms. Odessa Shako	National Ozone Manager, Ministry of agriculture
Mr. Oleksandra Cherkas	Health Team Leader, USAID
Ms. Oleta Williams	Project Associate, Guyana Lands and Surveys Commission
Ms. Onika Baptiste	Engineer, Ministry of Agriculture
Mr. Orrin Gordon	Chairman, Mayor and Town Council, Linden
Mr. P. Anthen	Acting Deputy Chief of Mission, US Embassy
Ms. Patrice La Fleur	Assistant Representative, UNFPA
Dr. Patrick Chesney	Program Specialist, UNDP
Mr. Peter Persaud	Chairman, The Amerindian Action Movement of Guyana
Mr. Reuben Robertson	Representative, FAO
Mr. Roberto Brent Campos	Country Director, UNAIDS
Ms. Roshana Rawlins	Prevention Officer, Linden Care Foundation
Dr. Shanti Singh	Programme Manager, Ministry of Health, National AIDS Programme Secretariat
Mr. Sherwin Clarke	Information Technology Associate, UNDP
Ms. Sonya Roopnauth	Director, Office of Budget, Ministry of Finance
Mr. Tarachand Balgobin	Director, Project Cycle Monitoring Unit, Ministry of Finance
Mr. Trevor Benn	Programme Analyst, UNDP
Dr. William Adu-Krow	PAHO/WHO Representative
Ms. Yolanda Durant-Mcklmon	UN Coordination Analyst, UNRCO
Ms. Yolanda Ward	Information and Communications Officer, UNDP