



Support to Forum on SIDS 2014, HDR 2014, and Post 2015 Agenda: A Jamaican Synthesis

prepared for the Government of Jamaica and the UN Agencies in Jamaica

by

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Executive Summary

On November 10, 2014, the permanent secretary in the Ministry of Foreign Affairs and Foreign Trade reported on Jamaica's participation in the Third International Conference of Small Island Developing States held in September 2014 in Samoa to a forum organized by the Government of Jamaica (GoJ) and the UN Country Team. The forum also heard presentations from the United Nations Resident Coordinator on the current international development context, from an officer of the Planning Institute of Jamaica on Jamaica's submission to the Open Working Group on the post-2015 Development Agenda, from the UNDP's Deputy Resident Representative on the Human Development Report (HDR) for 2014, and from the consultant who prepared a background paper for the national consultation.

That paper extended the list of the GoJ's development priorities prepared by an inter-ministerial working group in the aftermath of the Samoa meeting, with issues raised by the Minister of Foreign Affairs and Foreign Trade at the conference in Samoa, and in his report on the conference to the Senate. It then demonstrated that this extended list was a subset of the priorities of the outcome document of the SIDS conference, called the SAMOA Pathway¹, was aligned to Jamaica's submission of proposed Sustainable Development Goals for the post-2015 development agenda, and was consistent with Jamaica's long-term development plan, Vision 2030. In addition, the background paper recognized the consistency between many of Jamaica's development priorities and the actions proposed by the UNDP's HDR, 2014, on building resilient human development.

The table below synthesizes the three sets of policy initiatives dealing with Jamaica's development priorities referred to above, within a framework that parallels the traditional three (3) pillar/theme of sustainable development, and through the lens of building resilient human development. For emphasis, the table lists climate change separately, but it could just as well have been grouped with "Sustainable Natural Resources Management" as the environment pillar/theme of sustainable development. "Resilient Human Development" and "Green Economy" are concrete expressions of the social and economic pillars/themes of sustainable development.

¹ SAMOA is the acronym for Small Island Developing States Accelerated Modalities of Action

The table also lists the means of implementation emphasized jointly by the GoJ and the SAMOA pathway.

Jamaica's Development Priorities – A Synthesis

Resilient Human Development	Green Economy	Sustainable Natural Resources Management	Climate Change*
Health*	Sustainable consumption and production*	Sustainable energy*	Adaptation
Food security*	Economic programmes must take account of vulnerability**	Oceans governance (including invasive species)*	
Education**	Improve wellbeing and livelihoods**	Biodiversity*	
Eradicate poverty**		Environmental issues***	
Population dynamics***			
International migration and development***			
Gender***			
Equality***			
Human Rights***			
Equity and culture***			
Means of Implementation			
Obtain more and better data			
Build partnerships between GoJ and local and international stakeholders, and among stakeholders			
Access development financing			
Negotiate trade opportunities			
Build public sector and civil society capacity			
Green technology transfer			

* - Post-Samoa priorities

** - Minister's presentation to the conference in Samoa and to the Jamaican Senate

*** - Proposed post-2015 development agenda goals (SDGs)

This document extends and enriches the background paper with critical comments and suggestions that were distilled from the discussions of the social, economic and environmental priorities by three working groups of participants in the forum. Those discussions focused on building effective partnerships, managing cross-cutting development issues, and finding creative ways of enlarging the fiscal space for implementing the development priorities.

I. Introduction

In the immediate aftermath of the Third International Conference on Small Island Developing States (SIDS) held in September 2014, and Jamaica's submission to the Open Working Group set up by the United Nations to forge an international consensus around a post-2015 development agenda, a forum of thought leaders was organized to consider synthesizing these two initiatives against the background of Vision 2030. In his report to the Jamaican Senate, the Minister of Foreign Affairs and Foreign Trade, A. J. Nicholson, pointed out that:

“The task ahead for our diplomatic representatives is to translate the commitments of the SAMOA Pathway into concrete actions and to ensure that they find expression in the post-2015 development agenda and the new sustainable development goals that are to be negotiated and agreed. The task ahead involves actions at the national and regional levels to take on board the numerous recommendations in the outcome document. These will be transmitted to the various Ministries, Departments and Agencies of Government for action and for further mainstreaming into national development plans and strategies.”²

The SAMOA pathway had stated:

“We underscore the need for adequate and coordinated support from the United Nations system and the importance of accessible and transparent support from the international financial institutions that take fully into account the specific needs and vulnerabilities of Small Island developing states for the Implementation of the Barbados Programme of Action.”³

At the same time, the UN system is sharpening its focus on human vulnerability and resilience as articulated extensively in the Human Development Report for 2014, Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience. In relating to SIDS, and Jamaica in particular, it is important to align the commitments to post-Samoa priorities to building resilient human development. The opportunity for updating the current United Nations Development Assistance Framework (UNDAF) also facilitates implementing programmes that support Jamaica commitments within a focus on human vulnerability and resilience.

² “Senate Statement”: Senator the Honourable Arnold J. Nicholson, Q.C., on the Third International Conference on Small Island Developing States (SIDS) Friday, 12th September 2014

³ SAMOA Pathway, p. 5/32

II. Development Initiatives

1. Local

For more than five (5) years now, Vision 2030 has been framing long-term development strategy for Jamaica, and medium term social development through the Medium Term Social and Economic Policy Framework (MTSEPF). Against this background, the Government of Jamaica (GoJ) has been preparing its proposals for the Sustainable Development Goals (SDGs) to focus the post-2015 development agenda to the UN's Open Working Group, following national consultations. Almost simultaneously, the GoJ was contributing to the Third International Conference on Small Island Developing States (SIDS) in Samoa. The outcome document of that meeting, the SAMOA Pathway, listed fifteen (15) priorities for SIDS, from which the GoJ extracted seven (7) for local implementation.

Current medium term economic policy has been driven by the four (4) year Extended Fund Facility (EFF) agreed with the International Monetary Fund (IMF) in 2013. This agreement prioritizes repayment of the national debt, transformation of the persistent budget deficit into a budget surplus, and macroeconomic stability in general, and requires a raft of policy reforms designed to improve the economic management of the government and the financial management of the economy.

2. International

The UNDP's HDR 2014, Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience, extends the concept of vulnerability hitherto used primarily to refer to shocks from the global environment and the global economy to human development. The HDR analyses human vulnerability in its life-cycle expression and in the context of the structural causes. It defines human vulnerability as "prospects of eroding people's capabilities and choices."⁴ Such prospects are more likely for persons in some phases of the life cycle – e.g. childhood, pregnancy, ageing – and for a variety of structural reasons, such as ethnicity, gender, economic deprivation and so on.

It proposes that "reducing both poverty and people's vulnerability to falling into poverty must be the central objective of the post-2015 agenda."⁵ It goes on to argue for both the reduction of vulnerability and the building of resilience, which it defines

⁴ Human Development Report, 2014, p.1

⁵ *ibid*, p.2

as, “ability to cope and adjust to adverse events.” The policies for reducing vulnerability and building resilience recommended by the HDR “include universal provision of basic services, addressing life cycle vulnerabilities, promoting full employment, strengthening social protection, addressing social inclusion and building capacity to prepare for and recover from crises.”⁶

For several years now, the GoJ has adopted the policy of targeting social expenditure instead of universal provision of basic services. Its economic focus has been on macroeconomic stability, with no commitment to full employment, however desirable that would be. The EFF does include the strengthening of the PATH⁷ programme, the centre-piece of the GoJ’s social protection, but the benefits are still quite small. Vision 2030 does posit more social inclusion for women, youth, the poor and the disabled, but resource limitations circumscribe what the GoJ can do. Preparation for weather crises, especially hurricane, is quite developed, with recovery from the impacts lagging behind. It is necessary to extend this approach to other areas. Most recently, the health crisis from chikungunya, and the possible crisis from ebola, indicate the need for extending the practice with regard to extreme weather events to other areas such as health, the economy, and more broadly, anything that impacts human development.

3. Linkages among the development initiatives

A. GoJ’s priorities and the SAMOA Pathway

Table II.1 sets out the priorities identified in the SAMOA Pathway, those extracted by the Government of Jamaica (GoJ) as the top priorities, additional priorities mentioned in the presentation of the Minister of Foreign Affairs and Foreign Trade to the Samoa conference and a subsequent report to the Jamaican Senate, and the means of implementing these priorities identified by the SAMOA Pathway and by the GoJ.

⁶ Human Development Report, 2014, p.83

⁷ PATH is the acronym for the Programme for Advancement through Health and Education

Table II.1: GoJ's Post-Samoa Priorities and the SAMOA Pathway

GoJ's post-Samoa Priorities	SAMOA Pathway
<i>Priority Areas from SAMOA Pathway drafted by the MFAFT & MWLECC⁸</i>	<i>Priority Areas</i>
	Sustained and sustainable, inclusive and equitable economic growth with decent work for all
Climate change	Climate change
Sustainable energy	Sustainable energy
	Disaster risk reduction
Oceans governance (including invasive species)	Oceans and seas
Food security	Food security and nutrition
	Water and sanitation
	Sustainable transportation
Sustainable consumption and production	Sustainable consumption and production
	Management of chemicals and waste, including hazardous waste
Health	Health and non-communicable diseases
	Gender equality and women's empowerment
	Social development
Biodiversity	Biodiversity
	Invasive alien species
<i>Points raised in the Minister's presentations in Samoa and to the Senate</i>	
More data to support decision-making	
Building partnerships for sustainable development	
Improve wellbeing and livelihoods	
Eradicate poverty	
Strengthen health and education	
Economic programmes must take account of vulnerability	
Operationalize Green Fund	
Treatment of small and vulnerable countries in the Doha Development round	
Means of implementation, including Partnerships	Means of implementation, including partnerships
More data to support decision-making	Data and statistics
Building partnerships for sustainable development	
International partnerships	International partnerships
Financing	Financing
Trade	Trade
Capacity building	Capacity building
Technology	Technology
	Institutional support for Small Island States

⁸ MFAFT – Ministry of Foreign Affairs and Foreign Trade; MWLECC – Ministry of Water, Land, Environment and Climate Change

Sources: “Priorities for Jamaica at the Third International Conference on Small Island Developing States (SIDS) to be held in Apia, Samoa 1 - 4 September 2014”; “SAMOA Pathway”, p.6-24

Guided by a series of consultations, the GoJ selected seven (7) of the fifteen (15) priorities that the SIDS adopted in the SAMOA Pathway. Eight other issues were highlighted by the Minister in his presentations to the Samoa conference and his report to the Senate on his participation in the Samoa conference. The first five (5) could well be seen as additional issues to complement and support the implementation of the selected priorities in Jamaica. The sixth issue cautioned that “economic programmes must take account of vulnerability”, in the sense used by the UNDP’s HDR, 2014. The seventh and eighth are priorities for all SIDS.

Table II.1 also shows elements of the “means of implementation” for the SAMOA Pathway and for GoJ’s priorities coincide almost exactly. Both make strong cases for additional data to guide policy-making and partnerships to support sustainable development.

B. GoJ’s Priorities and the Post-2015 Sustainable Development Goals (SDGs)

Table II.2 compares the GoJ post-Samoa priorities to the SDGs proposed to the UN Open Working Group. The Arabic numerals after each of the GoJ priorities correspond to the listing of the SDGs. For example, the first on the list of GoJ priorities, climate change, corresponds to number 13 on the proposed list of SDGs in column 2. It is clear that all of the GoJ’s priorities and two of the points raised by the Minister in his presentations correspond to some SDG, and therefore the GoJ’s post-SAMOA priorities and the proposed SDGs are aligned.

Table II.2: GoJ’s priorities and the Proposed SDGs

GoJ's post-Samoa Priorities	Post-2015 Agenda
<i>Priority Areas from SAMOA Pathway - MFAFT & MWLECC</i>	<i>Goals</i>
	1 . End poverty in all its forms everywhere
Climate change - 13	2 . End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Sustainable energy - 7	3 . Ensure healthy lives and promote well-being for all at all ages
	4 . Ensure inclusive and equitable education and promote life-long learning opportunities for all
Oceans governance (including invasive species) - 14	5 . Achieve gender equality and empower all women and girls
Food security - 2	6 . Ensure availability and sustainable management of water and sanitation for all

GoJ's post-Samoa Priorities	Post-2015 Agenda
	7. Ensure access to affordable, reliable, sustainable and modern energy for All
	8. Promote sustain, inclusive and sustainable economic growth, full and productive employment and decent work for all
Sustainable consumption and production - 12	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	10. Reduce inequality within and among countries
Health - 3	11. Make cities and human settlements inclusive safe, resilient and Sustainable
	12. Ensure sustainable consumption and production patterns
	13. Take urgent action to combat climate change and its impacts
Biodiversity - 15	14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse
	16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective and inclusive Institutions at all levels
	17. Strengthen the processes of implementation and revitalize the global partnerships for sustainable development
<i>Points raised in Minister's presentation in Samoa</i>	
More data to support decision-making	
Building partnerships for sustainable development	
Improve wellbeing and livelihoods	
Eradicate poverty - 1	
Strengthen health and education - 3,4	
Operationalize Green Fund	
Treatment of small and vulnerable countries in the Doha Development round	SDG 17 (see above)
	Cross-Cutting Issues
economic programmes must take account of vulnerability	Population dynamics
	International migration and development
	Gender - 5
	Equality - 3,4,7,8
	Environmental issues - 13,14,15
	Human Rights
	Equity and culture
Means of implementation, including partnerships	Priority means for achieving objectives

GoJ's post-Samoa Priorities	Post-2015 Agenda
More data to support decision-making	Capacity for data monitoring and accounting systems as an important element in "means of implementation"
Building partnerships for sustainable development	Enabling environment for business development and sustainability
International partnerships	Sustainable macro-economic development to drive job creation
Financing	Strengthen and broaden the national consultative process to include more robust multi-stakeholder social dialogues and processes, along with partnerships with civil society, to ensure that sustainable development occurs
Trade	Increased dialogue between the Ministry that deals with finance and the Ministries that deal with social issues
Capacity building	Ensure coherence and coordination of various policies and processes. This should be extended to the macro-economic processes, to strengthen and broaden policy coordination and policy coherence for sustainable development
Technology	Greater coordination internationally and locally according to countries' priorities and programmes Strengthen the regulatory and policy frameworks for partnerships

Sources: "Priorities for Jamaica at the Third International Conference on Small Island Developing States (SIDS) to be held in Apia, Samoa 1 - 4 September 2014"; "Summary: Post-2015 Development Agenda Consultations", October 2014

The exercise to select the SDGs stimulated concern for seven (7) cross-cutting issues as shown in **Table II.2**. Whereas the post-SAMOA priorities tend to favour environmental and resources issues, these cross-cutting issues are more directly related to human development. Again, the Arabic numerals indicate the SDG that the cross-cutting issues is most closely aligned to.

Table II.2 also compares the approaches to implementation. In both cases, there is again heavy emphasis on improving data availability and quality, and building partnerships.

C. GoJ's Priorities and Vision 2030

Table II.3 compares GoJ's priorities to the goals and outcomes of Vision 2030. Roman numerals after each priority indicate the goal and outcome to which the priority corresponds.

Table II.3: GoJ's Priorities and Vision 2030

GoJ's post-Samoa Priorities	Vision 2030
<i>Priority Areas from SAMOA Pathway - MFAFT & MWLECC</i>	<i>Goals and Outcomes</i>
	I. Jamaicans are empowered to achieve their fullest potential
Climate change – Ivb	a. A healthy and stable population
Sustainable energy – IIIId	b. World-class education and training
	c. Effective social protection
Oceans governance (including invasive species) - IVa	d. Authentic and transformational culture
Food security – IIa	II. The Jamaican society is safe, cohesive and just
	a. Security and safety
	b. Effective governance
Sustainable consumption and production – IIIa, Iva	III. Jamaica's economy is prosperous
	a. A stable macroeconomy
Health – Ia	b. An enabling business environment
	c. Strong economic infrastructure
	d. Energy security and efficiency
Biodiversity – Iva	e. A technology-enabled society
	f. International competitive industry structures (economic sectors)
<i>Points/ raised in the Minister's presentation in Samoa</i>	IV. Jamaica has a healthy natural environment
More data to support decision-making	a. Sustainable management and use of environmental and natural resources
Building partnerships for sustainable development	b. Hazard risk reduction and adaptation to climate change
Operationalize Green Fund	c. Sustainable urban and rural development
Treatment of small and vulnerable countries in the Doha Development round	
Improve wellbeing and livelihoods	
Eradicate poverty – Ic	
Strengthen health and education - Ia, Ib	
Economic programmes must take account of vulnerability	
Means of implementation, including partnerships	
More data to support decision-making	
Building partnerships for sustainable development	
International partnerships	
Financing	
Trade	
Capacity building	
Technology	

Sources: “Priorities for Jamaica at the Third International Conference on Small Island Developing States (SIDS) to be held in Apia, Samoa 1 - 4 September 2014”; PIOJ, [Vision 2030](#)

All seven (7) priorities correspond to some outcome of Vision 2030. Note that two (2) of the additional issues raised by the Minister in his presentations, ‘strengthen health and education’, and ‘eradicate poverty’ are aligned to Goal 1 of Vision 2030. The upshot of the comparison is that the GoJ’s priorities are largely aligned to Vision 2030.

III. Implementation Challenges

Synthesis

The post-SAMOA priorities tend to emphasize sustainable natural resource management over human development. If the issues mentioned in the Minister’s two presentations cited above are added, there is more balance between the two. Certainly, the proposed SDGs emphasize human development. Accordingly, one approach is to roll up the appropriate priorities into the broader categories of resilient human development, green economy, sustainable management of natural resources, and climate change.

Table III.1 shows this synthesis of the three development initiatives of the GoJ with some of the principal supporting implementation measures referred to in these documents.

Table III.1: Synthesis of Post-SAMOA, Post-2015, Vision 2030

Resilient Human Development	Green Economy	Sustainable Natural Resources Management	Climate Change*
Health*	Sustainable consumption and production*	Sustainable energy*	Adaptation
Food security*	Economic programmes must take account of vulnerability**	Oceans governance (including invasive species)*	
Education**	Improve wellbeing and livelihoods**	Biodiversity*	
Eradicate poverty**		Environmental issues***	
Population dynamics***			
International migration and development***			
Gender***			
Equality***			
Human Rights***			
Equity and culture***			
Means of Implementation			
Obtain more and better data			
Build partnerships between GoJ and local and international stakeholders, and among stakeholders			
Access development financing			
Negotiate trade opportunities			
Build public sector and civil society capacity			
Green technology transfer			

* - Post-Samoa priorities

** - Minister’s presentation to the conference in Samoa and to the Jamaican Senate

*** - Proposed post-2015 development agenda goals (SDGs)

Above, the limited fiscal space of the GoJ left after debt payment was noted as a constraint on government expenditure. Prioritization of actions is all the more

important in the context of tight limits on resources. The GoJ has identified improved capabilities for enhanced access to data as critical to policy-making, and partnerships with all stakeholders in the development process as a principal strategy of implementation. Of course, like other SIDS, Jamaica will need external support in the form of access to finance for technology and capacity building, technical assistance, and assistance in enhancing export competitiveness to drive economic growth.

The Forum

The Government of Jamaica, in collaboration with the local office of the United Nations Development Fund convened a forum to report on the Third International Conference on Small Island Developing States (SIDS) held in September of this year. The occasion was used to seek a synthesis between the priorities of the SAMOA pathway that the GoJ intends to emphasize and the draft submission of Jamaica's suggestions for the Post-2015 Development Agenda. These two important policy initiatives are emerging at the same time against the background of Vision 2030, and the recent publication of the Human Development Report of 2014 that highlighted human vulnerability and the building of resilience.

The discussions of the forum took the form of three (3) working groups – social, economic and environmental – that joined together to share their deliberations in a plenary. **Box 1** lists the questions each group was asked to consider around its particular theme.

Box 1: Questions for the Forum

1. For each priority,
 - a. what kinds of partnerships should the GoJ forge to address the challenges?
 - b. what kinds of concrete international assistance will benefit Jamaica? For example, for health, support for the preparation to meet the threat of ebola is currently a high priority. (This is an example, and not an assertion of the only area of need by the health sector.)
2. What must the GoJ do to improve:
 - a. the effectiveness of partnerships
 - b. the implementation of funded projects and thereby enhance the benefits from each dollar of assistance it receives?
3. Cross-cutting issues are not easily accommodated in the division of responsibilities of the GoJ into portfolios. Are there any suggestions for modalities of implementation that will handle cross-cutting issues effectively?
4. How can the GoJ create fiscal space for these development priorities?

Partnerships

The forum considered the extended priorities and the implementation challenges. One well-respected scientist noted with concern the omission of disaster risk reduction from the list of priorities and suggested that it be included.

In the course of the discussions, a wide range of potential partnerships was identified. The principal focus was on GoJ's international and local partnerships, while recognizing the importance of partnerships among other stakeholders. It was proposed that in addition to the international (multilateral and bilateral) development partners (IDPs), the GoJ should explore partnerships with other SIDS and with other developing countries. Apart from the lessons of development that can be shared with other SIDS, Jamaica would be able to access funding for SIDS-SIDS partnerships that were pledged in Samoa. Some examples of potential regional partnerships were with Belize for fishing and waste management, Cuba for capacity-building to cope with ebola, and regional projects funded by the IDPs. Several persons insisted that the IDPs should align their projects to national priorities, and not vice versa. The example of Colombia's mapping of IDPs onto the national priorities, and using the resultant framework to guide development assistance was cited. It was proposed that government and public sector leaders should frame their discussions, especially with the international community, with the national priorities. For Jamaica, this would eliminate overlapping and duplication, and enhance the efficient use of international resources to augment national resources for development.

There were proposals as well for partnerships among Ministries, Departments and Agencies (MDAs) of government, and between GoJ and local stakeholders in the business community, the educational system, civil society in general, and especially grassroots organizations at the level of the community. Partnerships among MDAs were seen as mechanisms for joined-up government and holistic approaches to development. Some examples of these mechanisms are the inter-ministerial bodies for Ocean governance and Climate change, the practice of consultations among MDAs and the corporate/strategic planning of MDAs.

The challenges of forging partnerships with other local stakeholders are for the GoJ to communicate clearly the priorities and the specific outcomes anticipated from projects aligned to those priorities, and to build the capacity of the local organizations for them to become effective partners.

A recurring observation was that the limited fiscal space of the GoJ precluded expenditure on projects either because of the inability to provide counterpart resources for foreign assistance or because such expenditure could breach the limits on the rate of inflation. It was suggested that ways have to be found to have non-government stakeholders receive international resources for project implementation so as to circumvent the restrictions of the central government budget.

In the final analysis, the GoJ should allocate resources to implementing the priorities by way of trade-off with non-priorities.

Effectiveness of partnerships

A recurring recommendation throughout the discussions was the need for GoJ to use communication strategies appropriate to each stakeholder to secure buy-in for the post-Samoa priorities and the proposed SDGs. GoJ should share information and data readily with its partners, on a regular and open basis. In addition, public buy-in to the national priorities and their implementation will be undermined if GoJ is seen to be inconsistent in its dealings with different stakeholders. Explicitly, the discussions called for GoJ to be consistent across stakeholders and to ensure equity in its relations with different stakeholders.

It is also necessary to build capacity in local partners, especially community-based organizations. The GoJ should work toward a bottom-up planning process that sees community organizations articulating their issues and approaches to solve them in such a way that they can be aligned with national priorities. Equally, there should be a top-down response in which national priorities embrace and express local issues.

A second point of emphasis was the call for improved coordination of the implementation of the development initiatives. This process would benefit from the support and leadership of a “champion” in the Cabinet, the extension of the thematic group structure for Vision 2030, and the kind of monitoring system used by the Medium Term Social and Economic Policy Framework (MTSEPF). Here again, the call for more, better, and more timely accessible data was reiterated.

The third point was that GoJ should insist that project timelines are honoured, and that persons and institutions involved in implementation be held accountable for their performance.

The Ministry of Education was cited for its extensive experience with international partnerships.

Cross-cutting issues

Participants in the forum recognized the challenge of implementing cross-cutting issues. Some persons noted that the current practice of inter-ministerial processes for oversight could be improved by the leadership of the MDAs dedicating the relevant portions of staff time to the inter-ministerial oversight processes, and exposing them to the relevant training and sensitization. Others called for a Cabinet Minister to “champion” these issues.

Modalities of implementation of cross-cutting issues include effective communication, adequate planning and implementation, sufficient funding opportunities, useful partnerships (both vertical and horizontal), the application of gap analysis, building capacity to negotiate with external partners, clear procurement rules for both donors and beneficiaries, and designated focal points for specific areas such as gender and climate change.

Cross-cutting issues should be included in the work-plans of the relevant MDAs, again under the leadership of the Cabinet Minister who champions the implementation. In general, the work plans of the MDAs should be aligned to the national priorities.

Fiscal Space

The Ministry of Finance should broaden its perspectives to accommodate the imperatives of the development process. It can do so by helping to streamline projects for resource-saving synergies, as well as facilitating expenditures through alternative channels to the national budget. Mention was also made of forging partnerships with other entities to implement projects outside of Government. For example, the FAO implemented the EU Food Facility through a Project Management Unit stationed in the local office and using its modalities. The benefit accrued to Jamaica, but posed no problem for fiscal space. Partnerships with NGOs could do the same, once the accountability and capacity issues are dealt with and agreements made on priorities.

IV. Conclusion

As is easily seen from the above report, the discussion tended to focus on improvement of GoJ's implementation of projects, through partnerships, a joined-up government approach, more informed and data-driven decision-making, improved coordination of government priorities, re-allocation of the budget to support those priorities, coordination of implementation activities, and due attention to implementation at the local level. More discussion time was spent on partnerships between GoJ and local stakeholders, while acknowledging the importance of international partners. But for a few examples, the discussions tended to remain at the conceptual level.

The synthesis in **Table III.1** above groups the priorities into themes reminiscent of the pillars of sustainable development. Following the Colombian example, a mapping of the IDPs operating in Jamaica on these broad themes and the priorities that they include will reveal the current coverage by assistance programmes. Gaps will then be identified, and the basis for a rationalization across IDPs will be laid.

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