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**GUYANA**

**United Nations Development Assistance  
Framework 2012 -2016**

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A Document of the Government of Guyana and the United Nations Country Team  
August 10 2011

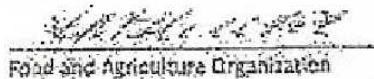
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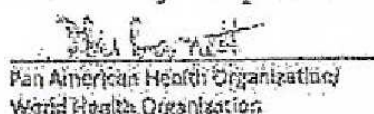
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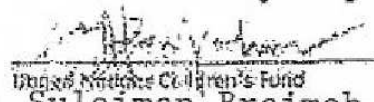
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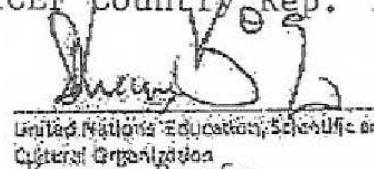
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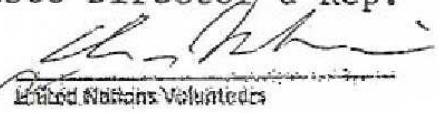
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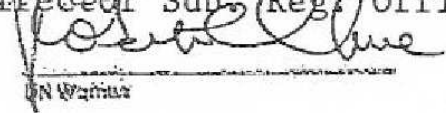
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## Acronyms and Abbreviations

BOS	Bureau of Statistics
CARICOM	Caribbean Community
CAT	Convention against Torture and Other Cruel, Inhumane or Degrading Treatment of Persons
CCA	Common Country Assessment
CDB	Caribbean Development Bank
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CERD	International Convention on the Elimination of all forms of Racial Discrimination
CIDA	Canadian International Development Agency
CRC	Convention on the Rights of the Child
CSO	Civil Society Organisation
DfID	Department for International Development (UK)
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECLAC	Economic Commission for Latin America and the Caribbean
EFA/FTI	Education for All/Fast Track Initiative
EPA	Environmental Protection Agency
EPTSI	Enhanced Public Trust and Security Initiative
ERC	Ethnic Relations Commission
EU	European Union
FAO	Food and Agricultural Organisation
GBV	Gender-based Violence
GDP	Gross Domestic Product
GECOM	Guyana Elections Commission
GMA	Guyana Manufacturers' Association
GNP	Gross National Product
GoG	Government of Guyana
GOINVEST	Guyana Office for Investment
GPS	Guyana Police Service
GRIF	Guyana REDD Investment Fund
GSLC	Guyana Survey on Living Conditions
GWI	Guyana Water Incorporated
HDI	Human Development Index
HFLE	Health and Family Life Education
HIPC	Highly Indebted Poor Country
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
ICAM	Integrated Coastal Area Management
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICAM	Integrated Coastal Area Management
ICT	Information Communication Technology
IDA	International Development Agency
IDB	Inter-American Development Bank
ILO	International Labour Organisation
IMF	International Monetary Fund
IMR	Infant Mortality Rate
IPED	Institute of Private Enterprise Development
IT	Information Technology
JANS	Joint Assessment of National Strategies
LCDS	Low Carbon Development Strategy

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LEAP	Linden Economic Advancement Programme
MA	Millennium (Ecosystem) Assessment
M&E	Monitoring and Evaluation
MD	Millennium Declaration
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreements
MMR	Maternal Mortality Rate
MoA	Ministry of Agriculture
MoAA	Ministry of Amerindian Affairs
MoE	Ministry of Education
MoF	Ministry of Finance
MoH	Ministry of Health
MoHW	Ministry of Housing and Water
MoLHSSS	Ministry of Labour, Human Services and Social Security
MRV	Measuring, Reporting and Verification
NDC	Neighbourhood Democratic Council
NDIA	National Drainage and Irrigation Authority
NDS	National Development Strategy
NGO	Non-governmental Organisation
NHSS	National Health Sector Strategy
NSA	Non-state Actor
NWIS	National Water Information System
OCC	Office for Climate Change
ODA	Official Development Assistance
OHCHR	Office of the High Commissioner for Human Rights
OP	Office of the President
PAHO/WHO	Pan American Organisation/World Health Organisation
PRGF	Poverty Reduction Growth Facility
PRSP	Poverty Reduction Strategy Paper
RDC	Regional Development Council
REDD	Reduced emissions from deforestation and forest degradation
ROC	Rights of the Child
SME	Small and Medium sized Enterprise
TB	Tuberculosis
TC	Technical Cooperation
U5MR	Under-5 Mortality Rate
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCAC	UN Convention Against Corruption
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
UNW	United Nations Women
WSSD	World Summit on Sustainable Development

## Executive Summary

Society develops by organising all the knowledge, human energies and material resources at its disposal to fulfill its aspirations. This UNDAF as crafted by the UNCT and the GoG fully recognises the Guyanese citizens not only as the source, but also as the primary motivating force for development. The results framework through which the United Nations Country Team will operationalise its support to the further development of the Republic of Guyana sets as its common goals strategies which will:

- enhance the awareness and comprehension of people so that they are better able to influence and determine the direction of economic, social, environmental and political change;
- enhance the efficiency, productivity, innovation, creativity and organizational capacities of the Guyanese people in order to realise the national potential, and
- provide them with a sense of responsibility and accomplishment, and facilitate their enjoyment of their resources.

The extent of people's education and health, the intensity and commitment of their aspirations and energy, the quality of their attitudes and values, skills and information are crucial determinants of the process.

Collectively, the contribution of the UNCT to national efforts, along with those of other development partners, is expected to bring about the changes in the situation of the people of Guyana that are described in the UNDAF outcome statements. The priority areas identified for development cooperation between the GoG and the UNCT in Guyana are structured into the following four outcomes:

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*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.*

*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.*

*Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament, and GECOM.*

*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.*

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## Section 1 – Introduction

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The UNDAF is a knowledge product of the UNCT and the GoG that is intended to guide the joint and individual technical cooperation of the UN Agencies, Funds and Programmes for the period 2012 – 2016. This strategic framework is derived from the analytical examination of national conditions, challenges and national responses contained in the CCA. For this programming period, the development agenda is driven mainly by the LCDS and the PRSP II and to some extent by the National Competitiveness Strategy, the Constitutional Reform Plan, the National Health Sector Strategy, the Agricultural Development Plan, the Guyana Food and Nutrition Security Strategy, and the Education Sector Plan. Out of these Government Papers, a number of development themes, around which the work of the UN system in Guyana could be structured, were identified and assessed. This led to the formulation of four thematic papers, focused on: Environment and Sustainable Development, Inclusive Growth, Inclusive Governance, and Human and Social Development, and jointly prepared by the GoG and the UNCT. The CCA reviews the prevailing national conditions around each axial theme, identifies the associated challenges, national development goals and potential areas for development cooperation. After an intensive period of interaction with the GoG, the UNCT identified those areas in which it has a comparative advantage and could therefore make the greatest impact, fulfilling its mandate to focus on the MD/MDGs and other internationally agreed development goals and treaty obligations, and in so doing contribute to the development of Guyana.

The UN has had a country presence for over 45 years, and has enjoyed the status of a trusted partner of the Government of Guyana in the development of the country. This partnership is anchored in the proven capacity, neutrality, and normative work of the UN, represented by the conventions, covenants, and treaties to which Guyana is a state party. The UN has consistently provided the GoG with a conduit to global best practices, appropriate technology, and skills – all of which are oriented to values which include tolerance, respect for human rights and diversity, and the peaceful resolution of differences. The UNDAF is intended to provide a collective, coherent, relevant, high-impact response by the UN system to the development challenges and priorities of Guyana. Because of the participatory nature of its construction, the UNDAF is expected to be not just highly responsive and timely, but also catalytic in effect, through its roll out via the agencies, funds and programmes. In this context, the normative principles that are mainstreamed throughout the individual agency programmes, including capacity development, environmental sustainability, gender equality, human rights-based approach, and results-based management, are expected to enhance both the analysis and the programme design, and to positively influence national processes.

## Section 2 – UNDAF Results

At its January 2011 retreat, the UNCT identified four national development priority goals, and four adjunctive outcomes as the organising principles for joint action and the country programmes of the individual members. The development priorities and outcomes are as follows:

	<b>National Priority or Goal</b>	<b>2012 – 2016 UNDAF OUTCOMES</b>
1	Transforming the economy while combating climate change and enhancing the quality of life of Guyanese by utilising the natural resources, while neither degrading nor contaminating them.	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.
2	Expanding economic opportunities for all (as targeted in the PRSP).	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.
3	Enhancing an inclusive governance model based on the rule of law in which citizens and their organisations participate in the decision-making processes that affect their well-being.	Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament, and GECOM.
4	Enhancing human and social services, especially for key populations at higher risk.	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.

The selected objectives towards which the agencies, funds and programmes will work are set out in the Results Matrix. Described below are the results for each area of cooperation that was selected, with a brief explanation of the rationale for the choices made.

### 2.1 UNDAF Outcome 1

This outcome is based on the thematic area of Environmental Sustainability. Recurring crises expose the vulnerability of poor people and the necessity of DRR. Although the entire population is subject to weather extremes from time to time, poor people are most vulnerable to negative environmental changes. At the same time, tackling poverty, providing basic education, ensuring food security and decent livelihoods, and delivering essential services such as energy services, water supply, and



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sanitation must remain overarching priorities, especially for the rural and hinterland communities. Consequently, for the country as a whole and for poor communities in particular, green growth and poverty reduction must go hand in hand and development cooperation will promote 'pro-poor green growth', i.e. environmentally sustainable growth that particularly benefits disadvantaged people. This is a core element of the GoG's LCDS; the UNCT Strategy recognises this priority and supports the development of low-carbon approaches that promote sustainable poverty reduction and pro-poor growth.

The UNCT proposes to contribute to this outcome: "*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*" with the following outputs:

1. Strengthened national capacities to plan and implement policies and strategies for DRM and impact from climate change;
2. Strategies developed to manage natural resources, incorporating sustainability objectives as measured by global and national indices;
3. Access to energy services, electricity or alternative energy in the unserved areas increased;
4. Capacity of natural resources agencies, and of indigenous and other communities, strengthened to address adaptation and effective responses to climate change;
5. Capacity built among communities to develop effective responses to climate change.

### 2.2 UNDAF Outcome 2

This outcome is based on the thematic area Inclusive Growth. Sustainable economic growth is central to effective, long-term poverty reduction strategies. Rapid and sustained poverty reduction requires pro-poor growth – a pace and pattern of growth in which poor women and men contribute, participate and benefit. The UN and other development partners will support efforts to underwrite growth in areas where the poor earn their livelihoods (e.g. agriculture and informal businesses) and to improve the ability of people to connect up to growth poles (e.g. by improving occupational and geographic mobility and making infrastructure and markets work better for the poor). Private sector development policies also need to pay greater attention to SMEs and the informal economy, where women are heavily represented. Agriculture and rural development policies not only need to increase investment and productivity in agriculture but must also promote off-farm income and employment opportunities and provide infrastructure that facilitates access to local and regional markets.

The UNCT is targeting *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*. The Members contribution to this outcome will be mediated by the following outputs:

1. Regulatory capacity of government strengthened, and institutional capacity of government and CSOs improved to enable access by vulnerable groups to financial and business development services.
2. Enhanced capacities of key policy and service delivery institutions to provide business development, employment, and credit services to vulnerable and disadvantaged groups.
3. Access to protocols, institutional guidelines systems; and training programmes provided to SMEs.

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4. MDG reports prepared and aid coordination capacity strengthened.

### 2.3 UNDAF Outcome 3

The third outcome is situated in the thematic area of Inclusive Governance. Political inclusion of all groups - women, indigenous people, differently abled, youth and the elderly - is essential to reduce the social and economic inequalities and improve access to services in the society, especially in hinterland regions. Although circumstances differ across the 10 regions, the national authorities face the same challenge everywhere: to create an enabling governance environment that is not only aware of, and responsive to, the needs and interests of the most disadvantaged and marginalised – but that also is willing and able to provide sound, effective remedies to the concerns of these groups, examining the application of the principles of equitable access, participation, accountability, and empowerment in governance arenas, and promoting the use of a human rights-based approach to programming on inclusive governance.

To be inclusive is a core value of democratic governance, in terms of equal participation, equal treatment and equal rights before the law. This implies that all people – including the poor, women, ethnic and religious minorities, indigenous peoples and other disadvantaged groups – have the right to participate meaningfully in governance processes and influence decisions that affect them. It also means that governance institutions and policies are accessible, accountable and responsive to disadvantaged groups, protecting their interests and providing diverse groups with equal opportunities for public services such as justice, health, and education. The three traditional branches of governance – legislature, executive and judiciary – along with civil society, the media and the private sector all have unique roles in, and a responsibility to, promoting sustainable human development. Moreover, the diverse functions of these institutions offer multiple opportunities for synergistic policy formulation and programming to promote inclusion of disadvantaged groups and an environment conducive to development.

Here the UNCT is targeting *Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament and GECOM*. The following outputs will contribute to the realisation of this outcome:

1. Strengthened institutional capacity of Rights Commissions;
2. Participatory parliamentary approaches and functioning strengthened, including greater use of innovative ICT strategies and new age technology (E-Parliament);
3. Initiatives addressing social cohesion, public trust, human rights, peace building and conflict resolution scaled-up;
4. GECOM's capacity strengthened to develop and implement strategies to improve voter confidence and reduce opportunities for dissatisfaction.

### 2.4 UNDAF Outcome 4

Outcome 4 is in the theme of Human and Social Development. The MDGs are indivisible and complementary. The UNCT and development partners need to work more effectively with international stakeholders to fulfill their commitments to support the attainment of the MDG by 2015 and to fill critical gaps to accelerate progress in achieving the MDGs, rather than shifting focus and resources from one MDG area to another. Recognising that policies and programmes to tackle the multiple dimensions of poverty (i.e. economic, human, socio-cultural, political, protective, gender and environmental) are

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mutually reinforcing and must go hand in hand with technical and financial support. Progress in one dimension will accelerate progress in others (e.g. by generating public revenues to support social services and infrastructure). Likewise, social protection and empowerment – e.g. of women – can unlock the productivity and entrepreneurship of large numbers of people in ways that significantly boost growth.

The focus on a pro-poor, pro-growth approach provides a balance between the needs of the poor and vulnerable and the demands of private sector growth.

The expansion and diversification of the economic base and the opening up of more employment and entrepreneurial opportunities, introduction of a green economy and modern age technology, coupled with continued social protection and social safety net programmes, and continued access to health and education, will empower more people, especially the poor and vulnerable. These will provide critical avenues to achieving pro-poor growth. The availability of more and new jobs and more entrepreneurs will provide more jobs and raise incomes and finance social spending and infrastructure. Social protection increases the productivity and employability of poor people, encouraging them to move, for example, to higher-yielding crops or businesses with brighter prospects. Empowerment helps poor people to be involved in decisions affecting their livelihoods and supports the accountability of decision makers. Policies in these areas need to extend beyond the formal economy and the public sector to encompass and regulate the informal economy.

Addressing gender issues changes things for the better – for both women and men – and contributes to pro-poor growth. Gender equality and empowered women are catalysts for multiplying development efforts. Investments in gender equality yield the highest returns of all development investments and will result in accelerated progress towards achieving all the MDGs, including those that are most seriously off track. Investing in women pays off with reduced rates of maternal mortality, better educated and healthier children, and higher household incomes. Challenges remain in building and implementing a shared vision on gender equality for all development stakeholders.

The final outcome to which the UNCT proposes to contribute: *“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 realization of human rights”* will be approached through the following outputs:

1. Strengthened national capacity to generate, and publish, MDG-related data disaggregated by region, sex, age;
2. Strengthened national capacity to analyse and use data for the formulation of evidence-informed, participatory national and/or regional development policies, plans, programmes and legislation (where required);
3. Strengthened national capacity for implementation of intersectoral policies, plans, programmes, and legislation (where required);
4. Enhanced national capacity to monitor, evaluate, and report on national plans, policies, programmes, and legislation (where required) that chart progress toward the MDGs.

## The UNDAF Results Matrices

Table 1: UNDAF Results Matrix under the theme of Environment and Sustainable Development

**NATIONAL DEVELOPMENT PRIORITY OR GOAL:** Transforming the economy while combating climate change and enhancing the quality of life of Guyanese by utilising the natural resources, while neither degrading nor contaminating them.

Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$m)
<p><b>Outcome 1</b></p> <p>National policies, strategies, and plans for disaster risk reduction (DRR), management of natural resource, and access to clean energy and services developed, implemented, monitored, and evaluated</p>	<p><b>Indicators</b></p> <p><b>DRR/DRM Indicators</b></p> <ul style="list-style-type: none"> <li>• DRR policies and strategies submitted for approval by Cabinet</li> <li>• National platform for the coordination of DRM in place and operational</li> <li>• Early Warning System in place by 2016</li> <li>• National Multi-sector and Multi-Hazard Disaster Risk Assessments and Management Plan established by 2016</li> <li>• All hospitals assessed for Hospital Safety Index by 2016</li> <li>• Four additional regional health sector disaster plans developed by 2016</li> </ul>	<p>DRR policy instruments/ documents Submitted for approval by cabinet</p> <p>Annual work plan of the National Platform</p> <p>Minutes of meetings of the National Platform</p> <p>Structures that are operational</p>	<p><b>R:</b> International financial commitments to CC, DRR and biodiversity do not materialise</p> <p><b>A:</b> Commitment by GoG to DRR, climate change and energy initiatives</p>	<p><b>PAHO/WHO, UNDP</b> Technical cooperation, financial support</p> <p><b>UNESCO</b> Technical cooperation with the MoE and other educational institutions in preparing curriculum materials on DRR</p> <p><b>MoE</b> To lead curriculum update</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNDP</p> <p>UNESCO</p> <p><b>Outcome 1</b></p> <p><b>Total: To be determined</b></p> <p><b>UN: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<p><b>NATURAL RESOURCES MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Freshwater and Potable Water management policies and plans developed by 2016</li> </ul> <p><b>SUSTAINABLE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Science and Technology Strategy for sustainable development elaborated</li> <li>• ICAM plan updated</li> </ul> <p><b>ENERGY SECURITY/ENERGY EQUITY</b></p> <ul style="list-style-type: none"> <li>• Hinterland Electrification Strategy</li> </ul>				
	<p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• Ongoing development of DRR Policy instrument and concomitant development of DRM</li> <li>• Some sections of Hinterland Electrification Strategy require updating to ensure alignment with the LCDS</li> <li>• Draft protocol on early warning system exists</li> <li>• Multi sector-hazard assessment incomplete</li> <li>• Only one hospital safety index</li> </ul>				

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<p>completed</p> <ul style="list-style-type: none"> <li>• ICAM plan adopted by Cabinet</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• DRR policies and strategies</li> <li>• National Multi-sector and Multi-Hazard Disasters Risk Assessments and Management Plan</li> <li>• Updated Hinterland Electrification Strategy</li> <li>• Health Information Systems in all hospitals in all regions</li> <li>• Country up to date with reporting obligations to the respective MEAs and shows continuous improvements in selected indices</li> </ul>				
<p><b>Output 1.1</b></p> <p>Strengthened national capacities to plan and implement policies and strategies for DRM and impact from climate change</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>• MEA reports used for planning for adaptation to climate change</li> <li>• Education curricula revised to integrate climate change issues</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• DRR/DRM coordination platform established and operational</li> <li>• Several MEA reports not up-to-date</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• National reports of MEA completed</li> <li>• Reports to international environmental conventions current</li> </ul>	<p>Reports and minutes from key institutions</p> <p>Training workshop reports</p> <p>Curricula incorporating DRR and climate change</p>	<p><b>A:</b> Commitment by national institutions with mandates for climate change and DRM</p>	<p><b>GoG/Office for Climate Change</b></p> <p>In kind contribution – personnel and facilities</p> <p><b>UN</b></p> <p>Technical cooperation and financial assistance</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNDP</p> <p>UNESCO</p> <p><b>Total: To be Determined</b></p> <p><b>UN: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
<p><b>Output 1.2</b></p> <p>Strategies developed to manage natural resources, incorporating sustainability objectives as measured by global and national indices</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Improvement in selected sustainability indices e.g. crop yields, timber and fish production</li> <li>Revised policy for inland fisheries</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>The second, third and fourth national reports to the UNCBD have been completed</li> <li>The second national report to the UNFCCC is currently being developed</li> <li>Fisheries Management Plan</li> <li>CRFM Plan for CARICOM Countries have been developed</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Inland Fisheries Policy papers presented to Cabinet/NA</li> <li>Country up to date with reporting obligations to the respective MEAs and shows continuous improvements in selective indices.</li> </ul>	<p>National Reports of MEAs submitted to UN Agencies/Convention Secretariats</p> <p>Annual Work Plans</p> <p>Existence of Inland fisheries policy</p> <p>Need to develop a baseline statement for sustainability indices</p>	<p><b>A:</b> GoG will facilitate preparation of reports and policies</p>	<p><b>GoG</b></p> <p>In kind contribution – personnel and facilities</p> <p><b>UN</b></p> <p>Technical cooperation and financial assistance</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNDP</p> <p><b>Total: To be determined</b></p>
<p><b>Output 1.3</b></p> <p>Access to energy</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Some sections of the Hinterland Electrification Strategy updated/</li> </ul>	<p>National census</p>	<p><b>R:</b> Communities where</p>	<p><b>GoG</b></p>	<p><b>Agencies</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
services, electricity or cleaner fuels in the unserved areas increased	aligned with LCDS <ul style="list-style-type: none"> <li>Resource mobilisation plan for hinterland electrification plans for un-served areas and for use of cleaner fuels</li> <li>Draft Renewable Energy Policy</li> </ul>	Hinterland Electrification Strategy updated/aligned with LCDS  National MEA reports  Project reports	the technologies are introduced do not readily accept new technologies  <b>R:</b> Lack of maintenance for installed equipment	In kind contribution – personnel and facilities  <b>UNDP</b> Technical cooperation and financial assistance	UNDP  <b>Total: To be determined</b>
	<b>Baselines</b> <ul style="list-style-type: none"> <li>Insufficient data on energy services and energy needs in unserved areas</li> <li>Limited access to energy services for un-served hinterland communities</li> </ul>				
	<b>Targets</b> <ul style="list-style-type: none"> <li>Hinterland electrification strategy updated</li> <li>Data on energy sources and use in communities. Information and test data on energy efficient wood stoves</li> <li>Energy systems installed in 20 pilot hinterland communities by 2016</li> </ul>				
<b>Output 1.4</b>  Capacity of natural resources agencies and indigenous communities strengthened to address adaptation to climate change	<b>Indicator</b> <ul style="list-style-type: none"> <li># of national and indigenous institutions that are equipped to address MRV.</li> </ul>	Amerindian Land Titles issued  Annual reports and work plans from natural resources	<b>R:</b> Shortfall in international financial commitments  <b>A:</b> GoG committed to build capacities to implement the LCDS and accelerate the land titling process	<b>UNDP</b> Provide technical and financial support to the natural resources agencies for data collection, information management, planning and	<b>Agencies</b>  UNDP: \$12.0  <b>Total: To be</b>
<b>Baseline</b> <ul style="list-style-type: none"> <li>The GFC is currently developing a national MRV for REDD+ linked to the LCDS</li> </ul>					



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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$m)
	<p><b>Target</b></p> <ul style="list-style-type: none"> <li>Guyana Forestry Commission, Guyana Lands and Survey Commission, Environmental Protection Agency, and other relevant institutions with adequate capacities to implement national MRV )</li> </ul>	<p>agencies</p> <p>Training reports and evaluations</p>	<p><b>A:</b> Indigenous communities support the land titling process</p>	<p>reporting Provide technical and financial support to indigenous communities to access eco- financing and for the titling of indigenous lands</p>	<p><b>determined</b></p>
<p><b>Output 1.5</b></p> <p>Capacity built among communities to develop effective responses to climate change</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li># of communities trained in climate resilience</li> </ul>	<p>Training reports and evaluations</p>	<p><b>R:</b> Inadequate response by Community Based Organisations</p> <p><b>R:</b> Shortage of resources</p> <p><b>A:</b> Political and civil society commitment</p>	<p><b>GoG</b></p> <p>In-kind contribution – personnel and facilities</p> <p><b>PAHO/WHO, UNESCO</b></p> <p>Technical cooperation and financial assistance</p>	<p><b>Agencies</b></p> <p>PAHO/WHO</p> <p>UNESCO</p> <p><b>Total: To be determined</b></p>
	<p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>Traditional knowledge predominates</li> </ul>				
	<p><b>Target</b></p> <ul style="list-style-type: none"> <li>At least 3 communities trained in effective response to the impact of climate change.</li> </ul>				

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Table 2: UNDAF Results Matrix under the theme of Inclusive Growth

**NATIONAL DEVELOPMENT PRIORITY OR GOAL:** Expanding economic opportunities for all

Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
<p><b>Outcome 2</b></p> <p>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</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Industry composition of GDP</li> <li>• Percentage of persons underemployed as a percentage of the total employed labour force</li> <li>• # of interventions implemented that are low carbon focused</li> <li>• GDP Growth rate</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• Industry composition of GDP to be determined</li> <li>• % of persons underemployed to be determined</li> <li>• Existing strategies are not aligned to the LCDS</li> <li>• GDP Growth rate 3.6( 2010)</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Continued diversification of the industrial composition of GDP</li> <li>• Percentage reduction in the percentage of persons underemployed</li> <li>• At least 4 sector strategies aligned with the LCDS</li> </ul>	<p>Reports from Bank of Guyana and Bureau of Statistics Bulletin</p>	<p><b>A:</b> Participants adopt new practices and have investment resources</p>	<p><b>GoG</b></p> <p>Facilities, logistics, and enabling support</p> <p><b>UN and other partners</b></p> <p>Technical cooperation and resources</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>ILO</p> <p>UNDP</p> <p><b>Total: To be determined</b></p> <p><b>UN: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<ul style="list-style-type: none"> <li>Positive Growth Rate</li> </ul>				
<p><b>Output 2.1</b></p> <p>Regulatory capacity of government strengthened and institutional capacity of government and CSOs improved to enable access by vulnerable groups to financial and business development services</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li># of training programmes and manuals developed</li> <li>1 Operational guideline on small and micro-business support</li> <li># of indigenous groups and women trained</li> <li># of youth, women and indigenous people accessing business counseling and financial services</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>There are no operational guidelines on providing access by vulnerable groups</li> <li>3 credit schemes exist that provide micro-credit to indigenous groups/communities</li> <li>162 community development plans exist from which village projects can be identified</li> <li># of Youth, women and indigenous people accessing business counseling and financial services to be determined</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>2 training programmes per year</li> <li>Operational guidelines on small and micro-business support</li> </ul>	<p>Project documents and training manuals</p> <p>Operational Guidelines on small and micro-business support</p> <p>Reports and register of persons trained</p>	<p><b>A:</b> Skills exist for proper management of business development services</p>	<p><b>GoG</b></p> <p>In-kind contribution and logistical support</p> <p><b>FAO, ILO, UNDP</b></p> <p>Technical cooperation and financial resources</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>ILO</p> <p>UNDP</p> <p>UN Women</p> <p><b>Total: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$m)
	<ul style="list-style-type: none"> <li>20 men and women trained per year</li> </ul>				
<p><b>Output 2.2</b></p> <p>Enhanced capacities of key policy and service delivery institutions to provide business development, employment, and credit services to vulnerable and disadvantaged groups</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>#. of village economy development projects</li> <li># of youth, women and indigenous people accessing business counseling and financial services</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>To be included</li> <li>162 Amerindian communities have developed and submitted Community Development Plans for economic empowerment project to Government</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>100 village projects to support local economic development launched</li> <li>An increase in the # of youth, women and indigenous people accessing small business loans, business development counseling</li> </ul>	<p>Project documents from the Ministry of Amerindian Affairs</p> <p>Annual reports from NGOs, Ministry of Trade and Tourism – Small Business Council, EMPRETEC, and other CSOs</p> <p>100 project documents from MoAA</p> <p>Annual reports from relevant ministries, NGO's and Empretec</p>	<p><b>A:</b> GoG ready to advance the preparation of the SME funding facility identified in the LCDS</p> <p><b>A:</b> There is a critical mass of CSOs, and skills available locally that can scale-up economic services available to vulnerable groups</p>	<p><b>GoG</b></p> <p>In-kind contribution and logistical support</p> <p><b>FAO, ILO</b></p> <p>Technical cooperation and financial resources</p> <p><b>UNDP</b></p> <p>Technical support for the development of GRIF Amerindian Development Fund</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>ILO</p> <p>UNDP</p> <p>UN Women</p> <p><b>Total: To be determined</b></p>
<p><b>Output 2.3</b></p> <p>Access to protocols, institutional guidelines systems, and training programmes provided to SMEs</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Number of SMEs registered</li> <li>Procedures and systems simplified and redesigned</li> <li>Vulnerable individuals trained via programmes designed to support their economic empowerment</li> </ul>	<p>SME register</p> <p>Published procedures and systems simplified and redesigned</p>	<p><b>A:</b> Legislative and regulatory framework exists</p>	<p><b>GoG</b></p> <p>In-kind contribution and logistical support</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>ILO</p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$m)
	<p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Targets: By 2016</b></p> <ul style="list-style-type: none"> <li>50 SMEs registered</li> <li>10 production guidelines/protocols produced</li> <li>5% of participants from vulnerable groups</li> </ul>	Reports of programmes designed to support economic empowerment		<p><b>FAO, ILO</b></p> <p>Technical cooperation and financial resources</p>	<p>UN Women</p> <p><b>Total: To be determined</b></p>
<p><b>Output 2.4</b></p> <p>MDG reports prepared and aid coordination capacity strengthened</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>MDG 2008/2009 report prepared and disseminated</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>Guyana has produced 2 MDG reports and a third is expected to be launched in 2011. Government is currently strengthening national data collection capacity to feed national level planning, decision making and reporting.</li> <li>MDG 2007 and 2003</li> </ul>	<p>At least 300 copies disseminated and MDG report available on website</p> <p>AIMS database and Reports</p> <p>Minutes of GoG and donor coordination meetings</p>	<p><b>A:</b> Guyana is committed to the realisation of Paris Declaration commitments and to more effective delivery of aid and monitoring of aid flows to vulnerable groups</p>	<p><b>GoG</b></p> <p>In kind contribution and logistical support</p> <p><b>FAO, ILO, PAHO/WHO, UNDP, UNICEF, UNFPA, UNV, UNW</b></p> <p>Technical cooperation and financial resources</p>	<p><b>Agencies</b></p> <p>FAO ILO PAHO/WHO UNDP UNICEF UNFPA UNV UNW</p> <p><b>Total: To be determined</b></p>
	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>At least one (1) additional MDG progress report by 2015</li> </ul>				

## United Nations Development Framework (2012 – 2016) for Guyana

Table 3: UNDAF Results Matrix under the theme of Inclusive Governance

**NATIONAL DEVELOPMENT PRIORITY OR GOAL:** Enhancing an inclusive governance model based on the rule of law in which citizens and their organisations participate in the decision-making processes that affect their well-being

Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
<p><b>Outcome 3</b></p> <p>Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament and GECOM</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>• All Constitutional Commissions fully constituted and functioning</li> <li>• # of positive media articles/letters on public perception of Parliament</li> <li>• Parliament interactive (e-parliament) website functioning</li> <li>• GECOM comprehensive civic and voter education programme implemented</li> <li>• Initiatives in Social cohesion, peace building established and being implemented</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• 4 of the 5 Rights Commissions have been fully constituted</li> <li>• # of positive media articles/letters on public perception of Parliament in 2012</li> <li>• Parliament website</li> <li>• Social Cohesion Programme (2003-2006) and EPTSI Programme (2008-2011)</li> </ul>	<p>Annual reports of the Commissions (tabled and available at the Parliament)</p> <p>Media surveys involving all print and electronic media</p>	<p><b>A:</b> Continued press freedom</p> <p><b>A:</b> High levels of public engagement in issues related to governance</p> <p><b>A:</b> Human Rights Commissions are fully functioning</p>	<p><b>UN</b></p> <p>Technical cooperation and financial support for institutional capacity strengthening</p>	<p><b>Agencies</b></p> <p>UNDP</p> <p><b>Outcome 3</b></p> <p><b>Total: To be determined</b></p> <p><b>UN: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• All 5 Commissions fully functioning by end 2012</li> <li>• 50% increase in # of positive media articles/letters on public perception of Parliament by 2016, over 2012 baseline</li> <li>• GECOM civic and voter education programme designed and effectively being implemented</li> <li>• New innovative social cohesion programmes developed and being implemented</li> </ul>				
<p><b>Output 3.1</b></p> <p>Strengthened institutional capacity of Rights Commissions</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• # of Rights Commissions that have active work programmes</li> <li>• # of training sessions conducted for staff and Commissioners of Rights Commissions in organisational procedures</li> <li>• # of training sessions conducted for staff and Commissioners of Rights Commissions in fulfilling their constitutional mandates</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• 4 (Ethnic Relations, Women and Gender, Right of the Child and Indigenous Peoples) Commissions</li> <li>• 2 training sessions per year for ERC</li> </ul>	<p>Copies of work programmes</p> <p>Reports of training sessions</p> <p>Submission of annual reports</p>	<p><b>R:</b> The stalemate in parliament regarding the the re-appointment of the ERC persists</p> <p><b>A:</b> The court case versus the ERC is concluded</p> <p><b>A:</b> Retention of trained personnel in post and able to use their training</p>	<p><b>UNDP:</b> Technical and financial support</p>	<p><b>Agencies</b></p> <p>UNDP</p> <p>UNICEF</p> <p>UNFPA</p> <p><b>Total: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<p>In organisational procedures</p> <ul style="list-style-type: none"> <li>• No of training sessions for 3 new Commissions</li> </ul> <hr/> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• All 5 Commissions with work programmes being implemented according to plan</li> <li>• Training sessions in organisational procedures held for staff and Commissioners of 4 Rights Commissions (RoC, WGE, IP, HR)</li> <li>• Training sessions in fulfilling their constitutional mandates held for staff and Commissioners of all Rights Commissions</li> </ul>		efficiently and effectively		
<p><b>Output 3.2</b></p> <p>Participatory parliamentary approaches and functioning strengthened, including greater use of innovative ICT strategies and new age technology ( E-Parliament)</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Creation of an interactive Parliamentary website ( e-parliament)</li> <li>• Recruitment and appointment of a webmaster</li> <li>• Timely availability of Hansards in hard copy and posted online for use by MPs and public</li> <li>• Timely availability of committee records in accordance with the Standing Orders</li> <li>• Hansard Unit fully functioning</li> <li>• Years of Parliament records digitized</li> <li>• Parliamentary information posted</li> </ul>	<p>Parliamentary website</p> <p>Parliamentary and UNDP reports</p> <p>Availability of digitised Parliament records</p> <p>Evidence of public comments on Parliamentary website</p>	<p><b>A:</b> Reliable ICT, human, financial and infrastructural resources</p> <p><b>A:</b> Reliable internet connectivity achieved and maintained</p> <p><b>A:</b> Ability to attract and retain qualified personnel</p>	<p><b>UNDP</b></p> <p>Technical cooperation and financial support to strengthen staff competencies and capabilities to develop and expand ICT (to include provision of relevant hardware</p>	<p><b>Agencies</b></p> <p>UNDP:</p>



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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<p>online to facilitate public interaction</p> <ul style="list-style-type: none"> <li>• Proportion of stakeholders who access electronic fora connected with the Parliament</li> </ul> <hr/> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• Interactive Parliament website established</li> <li>• No Hansards currently posted online (but available in hard copy) (<a href="http://www.parliament.gov.gy/hansard.php">http://www.parliament.gov.gy/hansard.php</a>, accessed 5 May 2011)</li> <li>• Parliamentary Hansard Unit is established</li> <li>• Incomplete digitisation of Parliamentary records</li> <li>• Posted Order Papers and minutes of sittings posted to November 2009</li> <li>• # of hits to Parliamentary website at start of Jan 2012</li> </ul> <hr/> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Interactive website designed and functioning</li> <li>• Webmaster appointed and functioning</li> <li>• Parliamentary Hansard Unit fully equipped and functioning according to established criteria</li> <li>• # of Hansards posted on parliamentary websites</li> </ul>	Report from webmaster(s), Parliament	R: Annual reports not available in electronic form	and software)	

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
	<ul style="list-style-type: none"> <li>The digitisation of parliamentary records for 8<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup> Parliament and previous records</li> <li>Parliamentary order papers, minutes of sittings, tabled bills for debate, assented bills, annual reports posted online within 1 month of their completion, answers to questions, motions for debate and resolutions</li> <li>increase in functionality and user friendliness of Parliamentary website over the 2012 level</li> </ul>				
<p><b>Output 3.3</b></p> <p>Initiatives addressing social cohesion, public trust, human rights, peace building and conflict resolution scaled-up</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li># of initiatives scaled-up to address social cohesion, public trust, human rights, peace building and conflict resolution and target key populations</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>2 National level initiatives being implemented to address issues of Social Cohesion, public trust, human rights, peace building and conflict resolution</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>National level initiatives scaled-up and implemented</li> </ul>	<p>GoG-UNDP reports on new project structure</p> <p>UNDP reports including evaluation reports</p> <p>Human interest stories in the media</p>	<p><b>R:</b> Inadequate resources</p> <p><b>R:</b> Donors fund regional strategies in preference to national projects</p> <p><b>A:</b> Monitoring mechanisms in place</p>	<p><b>UNDP</b></p> <p>Resource mobilisation, technical assistance</p>	<p><b>Agencies</b></p> <p>UNDP</p> <p><b>Total: To be determined</b></p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
<p><b>Output 3.4</b></p> <p>GECOM's capacity strengthened to develop and implement strategies to improve voter confidence and reduce opportunities for dissatisfaction</p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• # of comprehensive civic voter education programmes developed and successfully implemented by GECOM</li> <li>• GECOM-administered constitutional elections held, and deemed free and fair</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>• No sustained voter education programme being offered at local government elections level</li> <li>• 2006 election certified as free, fair and violence-free by internal and external monitoring entities</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• A comprehensive civic voter education programme developed, implemented and evaluated</li> <li>• 2016 election certified free, fair and violence-free by internal and external monitoring entities</li> </ul>	<p>Reports from the Media Monitoring Unit</p> <p>GECOM election reports and audits</p> <p>Reports of Observer Missions</p>	<p><b>R:</b> Delays with completing the legislative reforms for new local government system at the parliamentary committee level</p> <p><b>A:</b> Continued invitations by the Government for missions to observe elections</p>	<p><b>UNDP</b></p> <p>Technical cooperation for capacity building and application of ICT to more programmes in voter registration</p>	<p><b>Agencies</b></p> <p>UNDP</p> <p><b>Total: To be determined</b></p>

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Table 4: UNDAF Results Matrix under the theme of Human and Social Development

**NATIONAL DEVELOPMENT PRIORITY OR GOAL:** Enhancing human and social services, especially for key populations at higher risk.

Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
<p><b>Outcome 4</b></p> <p>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.</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li># of national development plans, human and social development policies, programmes, and legislation that clearly outline quantifiable responsibilities and accountabilities across sectors</li> </ul>	<p>Copies and analysis of final, published plans, policies, programmes, and legislation</p>	<p><b>A:</b> Efficient and effective mechanisms for intersectoral planning, monitoring and evaluation in place</p>	<p><b>GoG/key national stakeholders partners, including CSOs</b></p> <p>Implementation of the Paris Declaration principles; CSOs technical cooperation and support</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNAIDS</p> <p>UNDP</p> <p>UNESCO</p> <p>UNFPA</p> <p>UNICEF</p> <p>UNDP</p> <p>UN Women</p> <p><b>Outcome 3 Total: To be</b></p>
	<p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>2 (LCDS, PRSP)</li> </ul>				
	<p><b>Target</b></p> <ul style="list-style-type: none"> <li>7 ( Human Services 5 year strategic development plan, NHSS 2013-2020 Education, Housing and GWI Strategic Plans )</li> </ul>				

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
					<b>determined</b>
<p><b>Output 4.1</b></p> <p>Strengthened national capacity to generate, and publish, MDG-related data disaggregated by region, sex, age</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>• Comprehensive national MDG database available in the Bureau of Statistics (BOS)</li> <li>• Data published on BOS website</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>• Incompletely disaggregated MDG-related data available in BOS</li> <li>• 1 sector ( MOH information available on BOS website)</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• 100% of data related to MDGs are disaggregated and available</li> <li>• All social sector data published annually on BOS website</li> </ul>	BOS database	<p><b>A:</b> Line ministries provide data to the BOS</p> <p><b>A:</b> Sufficient trained staff available</p> <p><b>A:</b> Data used effectively by stakeholders</p> <p><b>A:</b> National funding is available to support the database</p> <p><b>A:</b> Political will at</p>	<p><b>UN</b></p> <p>Technical cooperation, financial support, advocacy, resource mobilisation</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNAIDS</p> <p>UNDP</p> <p>UNESCO</p> <p>UNFPA</p> <p>UNICEF</p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
			national and international levels		UNDP UN Women UN <b>Total:</b> To be determined
<p><b>Output 4.2</b></p> <p>Strengthened national capacity to analyse and use data for the formulation of evidence-informed, participatory national and/or regional development policies, plans, programmes and legislation (where required)</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li># of government agencies using participatory methods and disaggregated data to develop national and/or regional policies, plans, and programmes</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>8 (MOF, MOH, MOAA, MOCY&amp;S, MOE, OCC, MLHSSS, MoHW)</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>10</li> </ul>	<p>Annual reports of line ministries</p> <p>Annual reports of UN agencies</p> <p>Publication of documents showing data analysis and trends</p> <p>Minutes/reports of meetings consultations with key</p>	<p><b>A:</b> Consensus on sustained multi-sectoral collaborative processes</p> <p><b>A:</b> Political will at national and international levels</p> <p><b>A:</b> Observance of the Paris Declaration principles</p>	<p><b>UN</b></p> <p>Advocacy, facilitation, and technical cooperation</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNAIDS</p> <p>UNDP</p> <p>UNESCO</p> <p>UNFPA</p> <p>UNICEF</p> <p>UNDP</p> <p>UN Women</p> <p><b>UN:</b> To be</p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
		stakeholders			determined
<p><b>Output 4.3</b></p> <p>Strengthened national capacity for implementation of intersectoral policies, plans, programmes, and legislation (where required)</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>• # of government agencies operationalising intersectoral plans, policies, programmes and legislation</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>• 3 ministries (MOH, MOE, MOLHSS)</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• 5</li> </ul>	<p>Annual reports of line ministries and agencies</p> <p>Work plans and programme reports that demonstrate intersectoral action</p> <p>Evaluation reports</p>	<p><b>A:</b> Consensus on sustained multisectoral collaborative processes</p> <p><b>A:</b> Political will</p> <p><b>A:</b> Pilots show successes</p> <p><b>A:</b> Resources available/mobilised for scaling up initiatives</p> <p><b>A:</b> Coordination of the UN and international donors' initiatives</p>	<p><b>UN</b></p> <p>Resource mobilisation, technical cooperation, advocacy</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNAIDS</p> <p>UNDP</p> <p>UNESCO</p> <p>UNFPA</p> <p>UNICEF</p> <p>UNDP</p> <p>UN Women</p> <p>UN: To be determined</p> <p><b>Total:</b> To be</p>

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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
					determined
<p><b>Output 4.4</b></p> <p>Enhanced national capacity to monitor, evaluate, and report on national plans, policies, programmes, and legislation (where required) that chart progress toward the MDGs</p>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li># of government agencies contributing in a timely manner to periodic reports on MDG-aligned national plans and policies</li> </ul> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>Not all relevant social sector agencies contribute to MDG reports in a timely manner</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>All relevant social sector agencies contribute to biennial MDG reports by the end of the first year of the biennium</li> </ul>	<p>Copies of MDG reports</p> <p>Documentation of date of submission and/or publication of MDG reports</p>	<p><b>R:</b> No consensus reached on data for inclusion in reports</p> <p><b>A:</b> National information systems producing timely, quality data</p>	<p><b>UN</b></p> <p>Technical cooperation, advocacy, financial support</p>	<p><b>Agencies</b></p> <p>FAO</p> <p>PAHO/WHO</p> <p>UNAIDS</p> <p>UNDP</p> <p>UNESCO</p> <p>UNFPA</p> <p>UNICEF</p> <p>UNDP</p> <p>UN Women</p>



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Results	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources, including UN agencies (US\$mn)
					<b>Total: To be determined</b>

## Section 3 – Initiatives outside the UNDAF Results Matrix

The members of the UNCT at the individual agency level have a number of initiatives that are being implemented which are not accommodated within the targeted outcomes of the UNDAF, due to the specialised nature of these interventions. These initiatives are focused on building national capacity to achieve targets set in international conventions and covenants. These specialised initiatives include the following:

AGENCY	INITIATIVE	EXPECTED RESULTS	ESTIMATED BUDGET	TIMELINE
FAO	Enhancing food security in rural and urban communities	Hunger decreased	<i>Not Available</i>	<i>Not Available</i>
	Strengthening market Information systems	Improved livelihoods	<i>Not Available</i>	<i>Not Available</i>
	Upgrading aquaculture research and training	Expanded livelihoods	<i>Not Available</i>	<i>Not Available</i>
	Reducing risks from outbreaks of plant pests and diseases and improving sanitary and phytosanitary capability	Increased food security and competitiveness	<i>Not Available</i>	<i>Not Available</i>
ILO	Strengthening the capacity of the labour administration system	Enhanced protection of workers and the quality of jobs	<i>Not Available</i>	<i>Not Available</i>
	Strengthening the capacities of the employers' and workers' organisations	Enhanced protection of workers and the quality of jobs	<i>Not Available</i>	<i>Not Available</i>
PAHO/ WHO	Improving capacity to maintain appropriate health technologies and medicines	Improved health systems	<i>Not Available</i>	<i>Not Available</i>
	Enhancing HR management capacity	Improved health administration	<i>Not Available</i>	<i>Not Available</i>
	Strengthening integrated vector control and other neglected diseases	Reduced malaria and other diseases	<i>Not Available</i>	<i>Not Available</i>
	Enhancing road safety and violence and injury prevention Programmes	Reduced public health costs	<i>Not Available</i>	<i>Not Available</i>
	Strengthening development of chronic non-communicable disease plans	Improved health systems	<i>Not Available</i>	<i>Not Available</i>
	Strengthening the national tobacco cessation programme	Improved health systems and reducing public health costs	<i>Not Available</i>	<i>Not Available</i>
UNFPA	Strengthening institutions to address emerging populations issues (ageing, migration)	Improved policy development and planning	<i>Not Available</i>	<i>Not Available</i>
	increasing capacity of government and civil society to address	Expanded human rights and reduced public health costs	<i>Not Available</i>	<i>Not Available</i>

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	gender-based violence with emphasis on sexual violence and to support women's empowerment			
UNV	Strengthening and diversifying volunteer engagement in development	Effective volunteer management system	Not Available	Not available

*Note: Agencies will provide information on the resources and timelines over the life of the UNDAF*

## Section 4 – Estimated Resource Requirements

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The estimated resource requirement of all development partners – included the UN, the GoG and other partners - to achieve the UNDAF outcomes for the period 2012 – 2016 is US\$15.9 million. The estimated resources required for each outcome are as follows:

UNDAF OUTCOME	AVERAGE ANNUAL RESOURCES REQUIRED (US\$ )	UN SYSTEM RESOURCE TARGET (US\$/year)	RESOURCE GAP (filled by contributions from GoG and other Development Partners)
<b>1</b>	\$ 5.250 million	\$ 4.825 million	\$0.425 million
<b>2</b>	\$ 4.650 million	\$ 4.200 million	\$0.450 million
<b>3</b>	\$ 1.000 million	\$ 0.760 million	\$0.240 million
<b>4</b>	\$ 5.000 million	\$ 4.500 million	\$0.500 million
<b>Total</b>	<b>\$15.900 million</b>	<b>\$14.285 million</b>	<b>\$1.615 million</b>

## Section 5 – Implementation

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For each outcome: *describe the specific coordination, management and partnership arrangements that are needed for success. In line with the focus on capacity development, these arrangements support the use of national systems for implementation, management and monitoring based on internationally recognised standards and good practice.*

The UNDAF is operationalised through joint actions, the country programmes of the individual agencies, and annual or biennial work plans. Because of the small size of the country, relatively few agencies are resident, which does present a challenge to the coordination of efforts by agencies. The resident and non-resident agencies are listed in Annex 1.

Whilst each agency has a particular perspective and focus on each thematic area to which it will contribute, their joint efforts are very much focused on assisting the GoG to realise its development goals, and to establish country-specific MDG targets, as well as those related to the international covenants and conventions to which the country is a state party, e.g. CEDAW, CRC, ICCPR, ICESCR, CAT and the MEAs.

The management of the implementation of the UNDAF will be effected through a matrix management structure, in which the MoF maintains the oversight as the interlocutor for the entire programme, particularly the budgetary aspects, while the line Ministries continue to be the focal points for sector specific issues in programme implementation, working with the specialised agencies as follows:

Ministry of Education:	UNESCO, UNICEF, UNFPA, PAHO/WHO, UNV
Ministry of Health:	PAHO/WHO, UNAIDS, UNFPA, UNICEF, UNV
Ministry of Agriculture	FAO, UNDP
Ministry of Human Services	ILO, UNICEF, UN, UNV
Ministry of Finance	UNFPA, UNDP, UNECLAC
Ministry of Culture, Youth & Sport	UNESCO, UNDP, UNFPA, UNV
Office of the President	UNDP
Office of the Prime Minister	UNDP
Civil Defence Commission	UNDP, UNESCO, PAHO/WHO, UNV

The UN agencies will coordinate their work through the RC Secretariat, the UNCT, UN Joint (technical) Teams, and quarterly meetings that will facilitate monitoring and evaluation.

Additionally, to provide a multi-sector, high-level overview of the thematic areas of the development framework, a number of thematic groups (TGs) chaired by senior GoG representatives would be convened quarterly. These TGs will be focused on the areas of: Governance, Environment, Social Services, and Development and Poverty Alleviation. The function of the TGs will be to guide policy review, review reports on the covenants, conventions, and treaties, and address bottlenecks in the implementation of the UNDAF. The work of the high-level TGs is essential to maintaining good communication and ensuring that the principles of capacity development, environmental sustainability, gender equity, human rights-based approach, and results-based management are strictly observed in programme implementation.

The high-level TGs will also function to build a stronger partnership between the UN and the GoG by observing the principles of the Paris Declaration and the 2008 Accra Agenda for Action, ensuring that

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programmes are coherent and aligned to both the GoG priority areas and the mandates and mission of the UN system.

Full operationalisation of their roles as interlocutors to the UN Funds, Programmes and Agencies, along with their other responsibilities, places a significant burden on the public sector ministries, especially given their human resources challenges. Thus, as far as is possible, the RC Secretariat will provide support services and act as Convener of the thematic group meetings.

These four levels of interaction:

- Budgeting by Ministry of Finance;
- Implementation by line ministries;
- UNCT coordination by the RC Secretariat; and
- High-level oversight by the TGs;

are all critical to ensuring that the work of the UN system has the optimal intended impact on the development of the country.

## Section 6 – Monitoring and Evaluation

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### a) Narrative

As mentioned above, the implementation of the UNDAF will be through both joint action and the individual country programmes and action plans of the agencies that contribute to specific UNDAF outputs. The monitoring framework uses sets of indicators that are linked to the UNDAF results and the work programmes of the agencies. Monitoring and evaluation of the UNDAF will be accomplished through the existing structures and systems for implementation. The primary mechanism will be the meetings of the UNCT coordinated by the Resident Coordinator System. These UNCT meetings will occur at quarterly intervals and will also serve to prepare for the high level TG meetings. It is expected that each agency will prepare a brief note on the progress of programme implementation that contributes to the results – particularly the outputs - identified in the Results Framework. These briefs will enable the RC system to monitor progress and to collate issues prior to the high level TG meetings.

The effectiveness of the UNDAF arrangements and achievements will be assessed not only via the quantitative and qualitative indicators in the M&E framework, but also by feedback from the public sector and civil society on the level and quality of voice they have in the process. The M&E framework is provided in the matrix below and shows both the indicators selected by the UNCT and the sources and means of verification.

There are some challenges in establishing baselines for some of the indicators, but such gaps as may exist will be addressed very early in the implementation period of the UNDAF through the census and various surveys planned by the government or by partner agencies. Particular attention will be paid to ensuring that data collected is disaggregated by administrative/geographic region, gender, and age, and relates to the MDG targets. The responsible agencies are clearly identifiable, and hence the sources for verification of information are quite robust. The data collected through the RC meetings and thematic groups will enable the reportage on not just the UNDAF, but also assist with reporting on the MDGs and the status of UN conference agreements and conventions, which is required by the UNDG. Accordingly, the M&E framework shows not only the indicators selected for each outcome, but also the associated conference goal, target, and indicators.

The evaluation of the UNDAF focuses on the outcomes and contribution to the achievement of national development goals, and will be conducted in the penultimate year of implementation – 2015. This is a particularly important juncture, because the country will be reporting on its progress towards the MDGs and thus the UNCT will be able to report to the UN Development Operations Coordination Office (DOCO) on its efforts to support national processes to meet these MDGs. The evaluation will be conducted by an independent contractor, who will be expected to use the M&E framework, the quarterly briefs prepared by Funds, Agencies, and Programmes; the minutes of the TG meetings; and, possibly, some focus group meetings, results of surveys, and expert opinions. The budget for the conduct of the evaluation has been established through the RC Secretariat and the recruitment of the Evaluator will rest with the RC.

**M & E Framework**

OUTCOMES	INDICATOR(S) AND BASELINES	UN Conference goal	Target	Indicators
<p>OUTCOME 1:</p> <p><b>National policies, strategies, and plans for disaster risk reduction (DRR), management of natural resource, and access to clean energy and services developed, implemented, monitored, and evaluated</b></p>	<p><b>Indicators</b></p> <p><b>DRR/DRM Indicators</b></p> <ul style="list-style-type: none"> <li>• DRR policies and strategies submitted for approval by Cabinet</li> <li>• National platform for the coordination of DRM in place and operational</li> <li>• Early Warning System in place by 2016</li> <li>• National Multi-sector and Multi-Hazard Disaster Risk Assessments and Management Plan established by 2016</li> <li>• All hospitals assessed for Hospital Safety Index by 2016</li> <li>• Four additional regional health sector disaster plans developed by 2016</li> </ul> <p><b>NATURAL RESOURCES MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Freshwater and Potable Water management policies and plans developed by 2016</li> </ul> <p><b>SUSTAINABLE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Science and Technology Strategy for sustainable development elaborated</li> <li>• ICAM plan updated</li> </ul> <p><b>ENERGY SECURITY/ENERGY EQUITY</b></p> <ul style="list-style-type: none"> <li>• Hinterland Electrification Strategy</li> </ul>	<p>Ensure Environmental Sustainability</p>	<p>Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources (MD)</p>	<p>Proportion of land covered by forest</p> <p>Ratio of protected areas to surface area</p> <p>Energy use per \$1 GDP (PPP)</p> <p>CO2 emissions (per capita) and consumption of ozone-depleting CFCs</p> <p>Proportion of population using solid fuels</p>
	<p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>• Ongoing development of DRR Policy instrument and concomitant development of DRM</li> <li>• Some sections of Hinterland Electrification Strategy require updating to ensure alignment with the LCDS</li> <li>• Draft protocol on early warning system exists</li> <li>• Multi sector-hazard assessment incomplete</li> <li>• Only one hospital safety index completed</li> <li>• ICAM plan adopted by Cabinet</li> </ul>			

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	<b>Targets</b> <ul style="list-style-type: none"> <li>• DRR policies and strategies</li> <li>• National Multi-sector and Multi-Hazard Disasters Risk Assessments and Management Plan</li> <li>• Updated Hinterland Electrification Strategy</li> <li>• HIS in all hospitals in all regions</li> <li>• Country up to date with reporting obligations to the respective MEAs and shows continuous improvements in selected indices</li> </ul>			
<b>OUTCOMES</b>	<b>INDICATOR(S) AND BASELINES</b>	<b>UN Conference goal</b>	<b>Target</b>	<b>Indicators</b>
<b>OUTCOME 2:</b> <b>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</b>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>• Industry composition of GDP</li> <li>• Percentage of persons underemployed as a percentage of the total employed labour force</li> <li>• # of interventions implemented that are low carbon focused</li> <li>• GDP Growth rate</li> </ul> <b>Baseline:</b> <ul style="list-style-type: none"> <li>• Baseline for Industry composition <i>not available</i></li> <li>• Baseline for % of persons underemployed <i>not available</i></li> <li>• Existing strategies are not aligned to the LCDS</li> <li>• GDP Growth rate 3.6( 2010)</li> </ul> <b>Target:</b> <ul style="list-style-type: none"> <li>• Continued diversification of the industrial composition of GDP</li> <li>• Percentage reduction in the percentage of persons underemployed</li> <li>• At least 4 sector strategies aligned with the LCDS</li> <li>• Positive Growth Rate</li> </ul>	Eradicate extreme poverty  Creation of Full Employment (WSSD)	Halve between 1990 and 2015, the proportion of people whose income is less than \$1.25 a day (MD)  Eliminate discriminatory practices in employment	Poverty head count ratio  Share of women in wage employment in the non-agricultural sector  Unemployment rate  Informal sector employment as percent of total employment  Rural/Urban employment rate



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OUTCOMES	INDICATOR(S) AND BASELINES	UN Conference goal	Target	Indicators
<p>UNDAF OUTCOME 3:</p> <p><b>Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament and GECOM</b></p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• All Constitutional Commissions fully constituted and functioning</li> <li>• # of positive media articles/letters on public perception of Parliament</li> <li>• Parliament interactive (e-parliament) website functioning</li> <li>• GECOM comprehensive civic and voter education programme implemented</li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>• of the 5 Rights Commissions have been fully constituted</li> <li>• # of positive media articles/letters on public perception of Parliament in 2012</li> <li>• Parliament website</li> <li>• Social Cohesion Programme (2003-2006) and EPTSI Programme (2008-2011).</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• All 5 Commissions fully functioning by end 2012</li> <li>• 50% increase in # of positive media articles/letters on public perception of Parliament by 2016, over 2012 baseline</li> <li>• GECOM civic and voter education programme designed and effectively being implemented</li> </ul>	<p>Strengthened democratic institutions and popular participation</p> <p>Improved framework of remedies</p>	<p>Free and fair elections and democratic government</p> <p>Equitable Access to political institutions (WCHR)</p> <p>Existence of legal remedies in conformity with international standards.</p>	<p>Proportion of seats held by women in national parliament and in constitutional commissions</p> <p>Number of independent NGOs/CSOs and employers' and workers' organisations operating in country</p>
<p>OUTCOME 4:</p> <p><b>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</b></p>	<p><b>Indicators:</b> # of national development plans, human and social development policies, programmes, and legislation that clearly outline quantifiable responsibilities and accountabilities across sectors</p> <p><b>Baseline:</b> 2 (LCDS, PRSP)</p> <p><b>Target:</b> 7 ( Human Services 5 year strategic development plan, NHSS 2013-2020 Education, Housing and GWI Strategic Plans )</p>	<p>Reduced Child Mortality</p> <p>Improved Maternal Health and reduced maternal mortality</p> <p>Combat HIV/AIDS, malaria and other</p>		

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the progressive realisation of human rights		diseases (MD)		
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**Table 3: The M & E Calendar**

		Year 1 2012	Year 2 2013	Year 3 2014	Year 4 2015	Year 5 2016
<b>UNCT M&amp;E activities</b>	<b>Surveys/Studies</b>	Support to Census: UNFPA		MIGS by Unicef		
	<b>Monitoring Systems</b>	Quarterly meetings of thematic groups	Quarterly meetings of thematic groups	Quarterly meetings of thematic groups	Quarterly meetings of thematic groups	Quarterly meetings of thematic groups
	<b>Evaluations</b>					
	<b>Reviews</b>					
<b>Planning references</b>	<b>UNDAF Evaluation Milestones</b>				UNDAF evaluation	Begin Preparation of new UNDAF
	<b>Use of Information</b>	1. Generate UNDAF progress report 2. Generate information for the UN Conventions and Covenants 3. Establish benchmarks	Generate UNDAF progress report Generate information for the UN Conventions and Covenants	Generate UNDAF progress report Generate information for the UN Conventions and Covenants.	Generate UNDAF progress report Generate information for the UN Conventions and Covenants	Generate UNDAF progress report Generate information for the UN Conventions and Covenants
	<b>Partner Activities</b>	National Population Census MDG monitoring	Poverty Survey – GOG Safe Neighbourhoods Survey GOG	MDG Report	Labour Survey	

## Annexes

### Annex 1

#### UNCT MEMBERS

##### A. Resident Agencies of the Resident Coordinator System in Guyana

Agency or Programme	Organisation Head and Title	Location
UNICEF	Dr. Suleiman Braimoh, Country Representative and UN Resident Coordinator Ad Interim	Guyana/Suriname/Trinidad & Tobago
UNDP	Mr. Carlos del Castillo, Officer in Charge Ms. Chisa Mikami, Deputy Resident Representative	Guyana
UNFPA	Ms. Patrice La Fleur, Assistant Representative	Guyana
ILO	Mr. Sean Wilson, National Project Coordinator, ILO/USDOL HIV/AIDS Workplace Education Programme (Observer for the ILO Regional Office)	Guyana
UNV	Ms. Michiru Ito - Programme Officer	Guyana
UNAIDS	Dr. Ruben Del Prado, Country Coordinator	Guyana/Suriname
PAHO/WHO	Dr. Beverley Barnett, Country Representative	Guyana
FAO	Dr. Lystra Fletcher-Paul, Country Representative	Guyana
IOM	Mr. Rui Olivera Reis- Chief of Mission, IOM (Observer)	Guyana

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### B. Non-Resident Agencies of the Resident Coordinator System in Guyana

Agency or Programme	Organisation Head and Title	Location
ECLAC	Mr. Hirohito Toda - Officer in Charge	Trinidad and Tobago
ILO	Dr. Ana Teresa Romero, Director, Sub-regional office for the Caribbean	Trinidad and Tobago
UNESCO	Dr. Kwame Boafo, Director and Representative, UNESCO Kingston Cluster Office for the Caribbean	Jamaica
UNFPA	Ms. Geta Arun Sethi, Director, Sub-Regional Office for the Dutch and English speaking Caribbean	Jamaica
UN WOMEN	Mrs. Roberta Clarke, Regional Programme Director	Barbados
UNIC	Mrs. Angelica Hunt, Director	Trinidad and Tobago
ITU	Mr. Philip Cross, Representative	Antigua and Barbuda

Source: RC Secretariat

## Annex 2

### UNDAF WORKING GROUPS

1. Environment and Sustainable Development  
Leader – Dr. Lystra Fletcher-Paul
2. Inclusive Growth  
Leader – Mr. Marlon Bristol
3. Inclusive Governance  
Leader – Ms. Chisa Mikami
4. Human and Social Development  
Leader – Dr. Beverley Barnett

### Annex 3

### REFERENCES

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Thematic Paper on Inclusive Growth (2011)

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