

**Joint SDG Fund**  
Template for the Joint Programme  
Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

**Cover page**

Date of Report: 31 / March / 2023

***Programme title and Country***

Country: Jamaica  
Joint Programme (JP) title: Improving efficiency, effectiveness and equity in Public Expenditure in Jamaica for SDG acceleration.  
MPTF Office Project Reference Number<sup>1</sup>: 122139

***Programme Duration***

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***Programme Budget (US\$) 1,213,225***

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

<b>Total Budget</b> (as per Programme Document, without co-funding):			
<b>Agency/Other Contributions/Co-funding</b> (if applicable):			
<b>Joint SDG Fund Contribution<sup>6</sup> and co-funding breakdown, by recipient organization:</b>			
Agency/others	Joint SDG Fund contribution	Co-funding	Total
UNICEF	559,075.00	165,000	724,075
PAHO	294,250.00	40,000	334,250
UNDP	139,100.00	15,800	154,900
<b>Total</b>	<b>992,425</b>	<b>220,800</b>	<b>1,213,225</b>
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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## Abbreviations

CREAM	Clear, Relevant, Economic, Adequate, Monitorable (Indicators)
GDP	Gross Domestic Product
GOJ	Government of Jamaica
IDP	International Development Partner
IRBM	Integrated Results Based Management
JP	Joint Programme
KII	Key Informant Interview
KPI	Key Performance Indicator
MDAs	Ministries, Departments and Agencies
MIND	Management Institute for National Development
MOEY	Ministry of Education and Youth
MOFPS	Ministry of Finance and the Public Service
MOHW	Ministry of Health and Wellness
MTRBB	Medium-Term Results Based Budgeting
NDP	National Development Plan
NO	National Outcomes
PAHO	Pan American Health Organization
PER	Public Expenditure Review
PIOJ	Planning Institute of Jamaica
PMEB	Performance Monitoring and Evaluation Branch (Cabinet Office)
RBB	Results Based Budgeting
RBM	Results Based Management
RBMS	Results Based Management System
RHAs	Regional Health Authorities
RQ	Research Question
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Accurate, Realistic, Time-bound (Indicators)
TOC	Theory of Change
TORs	Terms of Reference
UNCT	United Nations Country Team
PFM	Public Financial Management
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme

## Executive summary

The main changes and improvements as derived from the evaluation and aligned to the 5 main variables are presented below:

- Training and Capacity Building
- Reprioritising of Expenditure
- Existence of Financial Models
- New studies
- Understanding and analysing implications of the budget decisions

### Professional development of Ministry staff and technocrats

- Having trained over 130 technocrats, comparison of the JP's Pre and Post RBB Training surveys in 2021 and 2022 respectively confirmed that there has been an increase in the number of technocrats across the Ministries of Health, Education and Finance that have an improved understanding of Public Financial Management and can to a large extent undertake Results-Based Budgeting based on the new information and knowledge gained. There has been a strengthening of the financial management capacity of the government of Jamaica, with several technocrats in MOEY and MOHW well-prepared and well-equipped to undertake RBB. This involves individuals that are not only working at the head offices of the Ministries but also in the Regional Health Authorities, Hospitals and/or the Regional Educational Offices.
- About 50 persons across the MOHW and MOEY are now better able to undertake budget analyses because of the training received in Budget Analysis Techniques (BAT) and can undertake Value for Money Analyses.

### Results based budgeting and reprioritization of expenditures

- Stakeholders indicated that prior to the JP, there was a general misalignment or little alignment between the budgets and corporate plans across the MOEY and the MOHW. The Ministry of Education, for example, was able to better align its budget with its strategic plan and the associated Key Performance Indicators in 2023/24 budget/corporate planning cycle.
- The interventions of the JP, especially the training, helped the Ministries to modify their budget preparation process.

### Expenditure tracking and value for money analysis

- Across the MOHW and MOEY, five (5) programmes were analysed and diagnostics were undertaken for programmes which have large budget allocations, in an attempt to assess service delivery and focus on better tracking expenditures within the context of advancing value for money. Whilst the Ministries do implement several programmes, the deep dive only focussed on five programmes. The methodologies and the guidelines developed as part of the JP remains within the Ministries and can be applied to other programmes to improve expenditure, service delivery and promote equity within the context of limited fiscal space.

### Costing the financial sustainability of policy options

- The financial models that have been developed for the MOHW and the MOEY have been cited as key tools to help budget analysts better understand the implications of their decisions. The models have been deemed fit for purpose and good decision-aiding tools helping to support better policy decisions.
- The fiscal space study was a key priority for the MOHW to identify gap in financing and coverage.

## Context

Over the period 2020 – 2022, the SDG Joint Programme (JP) in Jamaica collaborated with the Government of Jamaica (GOJ) to strengthen Public Finance Management (PFM) capacity of the Ministries of Finance and Public Service (MOFPS); Education and Youth (MOEY),<sup>7</sup> and; Health and Wellness (MOHW) to enable efficient, effective and equitable resource allocation towards the achievement and acceleration not only of several of the SDGs, but also the country's national development outcomes across two of the national goals reflected in Vision 2030 Jamaica National Development Plan (NDP).

Various reports such as the country's 2022 Voluntary National Review on the Sustainable Development Goals (SDGs) illustrates the significant strides that the Government of Jamaica (GOJ) is making in advancing the achievement of the SDGs. Jamaica also continues to make strides in localizing and integrating the SDGs in its planning frameworks. This has been evidenced as far back as 2016, when a Rapid Integrated Assessment (RIA) undertaken, with support of the United Nations Development Programme, concluded that there was an over 91 per cent alignment<sup>8</sup> of the SDGs with Vision 2030 Jamaica – National Development Plan (NDP) and other national sectoral policies. The NDP is currently financed through the national budget (Capital A of the Budget), as well as financing from international development partners (Capital B of the National Budget). However, this financing model is challenged by tight budgetary constraints and limited fiscal space due to the country's high debt and debt-to-GDP (Gross Domestic Product) which for the 2021/22 fiscal year stood at 96.3 per cent.

The JP was designed to build the financial capacities of MOEY and MOHW to support more efficient, effective, and equitable public spending, and by so doing, accelerate direct progress on at least two SDGs (quality education and good health and well-being). These are key to poverty reduction and advancing Jamaica's sustainable development prospects as contained in Vision 2030 Jamaica. The activities within the JP included a series of capacity building initiatives; diagnostic budget analyses; the development of financial simulation models for education and health, as well as budget tracking systems designed to enable the reprioritization of funds to services which affect the most vulnerable. The activities implemented were innovative, and motivated two of the largest government ministries to change their behaviours when formulating and implementing their ministry budgets. The overarching aim of the JP was to deepen the implementation of RBB in a more holistic manner than previous interventions by using a three-pronged approach to improving Public Financial Management (PFM) which takes into account governance, managerial and oversight functions.

As the Government seeks to provide quality health care and education in an innovative, inclusive and enabling environment thereby creating socially conscious and productive Jamaicans, the design of the JP was so undertaken to foster institutionalization and sustainability of outputs. As the JP builds on previous iterations, once implemented in the two MDAs selected, given their staff size, fiscal allocations and scope, best practices can be rolled out to additional MDA's across the Government at scale.

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<sup>7</sup> The Ministry was formerly the Education, and Youth and Information but the Government made changes to Ministries and the information portfolio was moved out of the education ministry.

<sup>8</sup> As determined by a Rapid Integrated Assessment (RIA), undertaken by the UN in 2016 to assess the level alignment between the SDGs and the country's national development planning framework, inclusive of the country's national sectoral policies.

## Joint Programme Results

### 1. Overview of Strategic Final Results

#### 1.1. Overall assessment

The JP provided critical and timely training to improve the number of technocrats trained in Results-Based Budgeting from 39.3% to 81%<sup>9</sup>. Additionally, approximately fifty (50) persons across the MOEY and MOHW are now better able to undertake Budget Analyses, with additional technical support provided to improve alignment between MDA Budgets, Strategic Plans and Key Performance Indicators. At least two financial models were developed as key tools to help budget analysts to calculate and evaluate policy options through scenarios corresponding to policy choices which are fit for purpose. Strategic communication material was also produced.

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations (achieved expected JP results)
- Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

Of the 14 intended key results, 11.5 were successfully completed representing an implementation rate of 82% of the JP. The scope and intended key results of Output 3 were changed due to an adjustment in the priority programmes of the Government. The original output “Improved capacity of GOJ to identify expenditure on specific SDG’s linked to National Outcomes through mapping Budget Programmes and Key Performance Indicators” was not undertaken, as well as one intended result under Output 2, related to the national health accounts was not completed. These results limited the achievement of the 100 per cent implementation rate of the JP.

#### 1.2 Key results achieved

Three key transformative and catalytic results produced included:

- **Improved understanding of RBB by technocrats**, who now have the capacity to prepare Results-Based Budgets as well as to undertake Budget Analyses. The interventions of the JP especially the training helped the ministries to modify their budget preparation process. The ministries are also now better able to align their KPIs with their budgets and corporate plans. At the individual level, technocrats can now make connections between their own workplans and the ministry strategic plans to better link budgets with development outcomes. The technical capacity of over 138 technocrats has been enhanced in a range of technical areas such as RBB, monitoring and evaluation, and development of KPIs. These new capacities have been key to ensuring that KPI, budgets and corporate plans are aligned to bring about intended development outcomes. For example, the MOEY has indicated a 70 per cent alignment between its budget and KPIs post the JP’s technical assessment. The 2023/2024 budget with the corresponding KPI’s and alignment with the corporate plan is now before the Jamaica Cabinet Office for review and approval. The JP supported the MOEY and MOWH to not only enable technocrats to strengthen their ability to develop better Indicators – the JP led to the review of approximately 600 Performance Indicators and a better understanding of KPI’s in the context of limited fiscal space for programmes to impact larger developmental outcomes.
- **The ability of technocrats to test varying policy options using financial simulation models** to better address the limited fiscal space. This allows technocrats the ability to provide policy makers with more informed advice as it relates to the selection of policy options that can better impact development outcomes - including decisions that take into account gender and human-rights based issues - 16 KPIs across the two ministries are now more

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<sup>9</sup> RBB Pre-Post Training Survey Report



gender inclusive. Both models continue to be in use in the ministries to better guide decision-making related to public spending and allocation of scarce resources. Across the two Ministries, 5 programmes were analyzed and diagnostics were undertaken for programmes which have large budget allocations in an attempt to assess service delivery and focus on better tracking of expenditures under these programmes, within the context of ensuring value for money. Whilst the ministries do implement several programmes and the deep dive only focussed on five programmes, the methodologies and the guidelines developed as part of the JP to pursue this type of analysis remains within the ministries and can be applied to other programmes to improve expenditure and service delivery.

- **Greater coordination between ministry teams in planning and budgeting** to achieve desired developmental outcomes. The JP played a key role in improving the dialogue between the MOHW, the MOEY and MOFPS beyond the annual budget submission cycle. The JP enabled the ministries to deepen their dialogue and collaboration to understand and address common challenges. The RBB Technical team within the ministries now serve as liaisons between departments and agencies and the MOFPS regarding financial management and implementation.

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Financing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Monitoring & review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The JP helped to support the rollout of recommendations from a Public Expenditure Review (PER) on education, previously completed by the World Bank and UNICEF.

**Financial Simulation Models developed**, and policy options tested for education and health programming which provides a rich resource to help with expenditure planning, adapted to Jamaica, based on quantitative reference scenarios. The senior directorate of the Ministry Finance welcomed and was encouraged by the activities related to the development of the financial models for education and health expenditures, with the Minister expressing interest in the health financing report as well as the diagnostics undertaken of education programmes, and how these diagnostics can help government optimize spending and support decision making with respect to shifting resources to improve efficiencies.

**The Fiscal Space Study for the Health Sector conducted** was considered timely and a key priority of the MOHW. It assessed the potential for the implementation of taxes on unhealthy products - alcohol, tobacco, sweet beverages and gaming and lotteries which is key to increasing financing for the health sector. The study and its recommendations are a major priority for the government as decision-makers are determining how and when the various taxation measures recommended in the study can be promulgated. This study is key to scaling up access to much needed financing in the health sector, whilst at the same time reducing the burden on the health sector from lifestyle and non-communicable diseases associated with poor individual decisions.

**Five (5) Diagnostic reports produced** across the two ministries. The five (5) programmes were analyzed and diagnostics undertaken for programmes which have large budget allocations in an attempt to assess service delivery and focus on better tracking expenditures under these programmes within the context of ensuring value for money. The programmes included: The School Feeding Programme, The Tertiary Education Programme, The

Furniture and Textbook programme; The Vector Control and The Cancer Screening Programme. Whilst the Ministries do implement several programmes and the deep dive only focussed on five programmes, the methodologies and the guidelines developed as part of the JP to pursue this type of analysis remains within the Ministries and can be applied to other programmes to improve expenditure and service delivery within the context of limited fiscal space.

1.4. Contribution to SDG acceleration

It was agreed that the JP was well aligned to SDG 3 and 4.

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
Improved capacities of MoEY and MOEY staff to identify and act on strategic areas of improvement around SDG 3 and 4 including gender and inclusive education and a gender and equity focus in health programming	Limited or no alignment between budgets, strategic and corporate plans and KPI, reflecting inefficiencies in expenditures and gaps in achieving national development outcomes	To improve the i) quality of Key Performance Indicators (KPIs) which are linked to both national priorities and SDGs; ii) strengthen the capacity for monitoring and evaluation; and (iii) improve the allocation of resources which are aligned to key priorities.	<ol style="list-style-type: none"> <li>Contributed to enabling the country to move closer to achieving these two SDGs through training and the development of the financing tools.</li> <li>Bolstered capacity to align budgets with strategic plans,</li> <li>Build RBB knowledge for the two ministers</li> <li>Developed/Revised KPIs that are better aligned to the strategic plans and budget.</li> <li>Strengthened capacity in monitoring and evaluation.</li> </ol>	
		Training conducted for key staff within the MoHW (and the RHAs) on Budget Analysis techniques	Stakeholders are recommending that GOJ shares the outputs with other ministries and rolling out RBB training and budget analysis training to support the achievement of a larger amount of the SDGs.	

Based on actual results achieved under the JP a traffic light methodology was used to assess the JP’s contribution to accelerating progress or potentially contributing to the progress of the following SDGs. The light ascribed to each SDG is based primarily on the results achieved under the JP. The traffic light methodology key is presented below the table:

Accelerate progress of:	Potentially contribute to progress of:
SDG 3 - Ensure healthy lives and promote well-being for all at all ages. ●  SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. ●	SDG 1 - End poverty in all its forms everywhere. ● SDG 5 - Achieve gender equality and empower all women and girls. ● SDG 8 - Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. ● SDG 10 - Reduce inequality within and among countries

Key:

- Green** ● Progress to achievement accelerated due to JP
- Yellow** ● The actual results achieved under the JP had a positive impact on these SDGs
- Amber** ● Expected to move closer to accelerating progress on SDG following institutionalization and implementation of some recommendations related to some of the activities of the JP
- Red** ● JP resulted in no changes

[1.5. Contribution to SDG financing flows](#)

N/A

[1.6. Results achieved on contributing to UN Development System reform](#)

It was noted that while the UN does not have large envelopes of resources, the areas they influence are important and relevant, with this JP being cited as one example.

**The JP was considered to be iterative and was able to build on existing initiatives** and support recommendations from previous research such as the Public Expenditure Review (PER) on Education, undertaken previously by the World Bank and UNICEF and published in FY 2020-21. The JP was able to roll out and implement several recommendations contained in the PER. With respect to the MOHW, the JP was considered timely and was well aligned with the needs of the government and supported the Vision 2030 plan and more importantly, key sector plans at the MDA level to better understand, delineate and improve efficiency related programming and expenditure. Prior to the JP, the GOJ had a siloed approach to Result Based Budgeting and was awaiting funding to revisit and expand the process. Additionally, the MOHW had intentions to undertake an expenditure review of the health sector, however was constrained due to limited budget. This was fast tracked and realised under the JP

**The JP brought renewed focus to the SDGs and the linkages between Results Based Budgeting and achieving SDGs.** The activities under the JP leveraged international support through consultants which aided in implementing effective and targeted capacity-building to support the GOJ’s national plans- complementing concurrent efforts toward implementing the Sustainable Development Goals. The JP resulted in stronger collaborations among UN agencies developing terms of references, the planning and execution of joint training/workshops; research methodologies and more efficient use of financial and technical resources in completing costing analyses and development of tools.

**The JP supported the UN’s strategic partnerships and programmes being coordinated by the UNCT** to accelerate progress on achieving SDG’s by improving the effectiveness of Public Finance Management institutions and by building capacity to support the achievement of Jamaica Vision 2030 National Development Plan (SDG 17).

Overall, the JP created the enabling environment for achieving more efficient spending within key social areas through more informed budget allocations designed to address the most pressing needs and ensure that the notion of ‘leaving no one behind’ can be fully operationalized through more robust public financial management processes

#### [1.7. Results achieved on cross-cutting issues](#)

The JP enhanced the understanding of what a human rights-based approach is and through the training was able to illustrate how budgeting, theory of change concepts and KPIs were linked to issues such as the right to education and health care. Budget officers were able to link budgets, plans and human rights and how decisions made in budgeting could have implications for human rights. The diagnostic studies provided evidence on the importance of improving financing for education and health and how the budgeting process was key to safeguarding the right to quality education and health care.

The budget analysis tools that technocrats were exposed to enabled them to understand and analyse how policy decisions and budgets can affect men and women, boys and girls differently and the importance of examining the various implications. This new knowledge will also enable the two Ministries to be more responsive to the needs of different groups in the design, resourcing, and implementation of programmes. With respect to the KPI’s of the MOHW and MOEY, the reviews undertaken through the JP resulted in 5 of the MOEY’s Performance Indicators becoming better able to address gender considerations, while for the MOHW, 11 indicators now take into account gender considerations.

#### [1.8. Results achieved on COVID-19 recovery](#)

The GOJ’s Covid-19 response was led by the MOHW with resources in excess of \$11B allocated to address the health emergency as well as a massive learning crisis exacerbated by the pandemic in the education system—approximately 120,000 children were not in school up to November 2021. By providing tools to undertake budget analyses of some of the costliest programmes, the JP was able to build the capacity of technocrats to optimize spending, suggest ways to shift resources to emergency contexts and align with development priorities. Post-pandemic the financial models for education and health expenditures serve as vital planning tools, supported by current evidence from the health financing report and the diagnostics in helping the government optimize spending and support more rigorous criteria in policy decisions toward improving efficiencies. The Fiscal Study for the Health Sector would also be key to mobilizing resources for a sector that is in great need of resources to bring public spending above 3% of GDP. The uniqueness of the Study is two-fold – increasing taxes on goods and services that contribute to negative human health impacts which in turn would reduce the health burden as well as the expenditure burden on the health sector.

#### [1.9. Strategic Partnerships](#)

The JP built on the Public Expenditure Review on Education that was completed by the World Bank and UNICEF and was instrumental in implementing several of the recommendations, such as the importance of building the capacity of technocrats to undertake diagnostics of programmes and linking those studies with efficiencies in spending. The JP therefore provided a good example of how donors can work together to contribute to the development priorities of countries and how the country programmes of different development partners could be aligned.

The JP was key to improving the dialogue between the Ministries of Health and Education with the Ministry of Finance. Stakeholders noted that the JP has been key in driving transformational change in the GOJ as it enabled the MOHW and MOEY to deepen their conversations and work together to be better able to understand and address common challenges – for example the importance of making certain investments in health and the overall development outcomes that could be achieved from that investment. By better understanding budgeting

and other financing concepts, the Ministries of Health and Education were better able to understand the challenges faced by the MOFPS in terms of resource allocation but now have the capacity to be more efficient in their resources use.

### 1.10. Additional financing mobilized

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
PUNOs	<input type="checkbox"/>	<input type="checkbox"/>				
Other partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

## 2. Results by JP Outcome and Output

### 2.1. Results achieved by Fund’s global results

Of the 14 intended key results, the JP implemented at least 11.5 of the anticipated results successfully. This represents an implementation rate of 82%. The scope and intended key results of Output 3 were changed and this hampered slightly the 100 per cent implementation rate of the entire JP. As such, one of the aims of the JP, “to assist the MOFPS to set up a budget tracking system to identify spending on priority Vision 2030 Jamaica and SDG targets”, which would have been able to provide information on finances directed specifically at improving attainment rates was not achieved. One intended result under Output 2, related to the national health accounts was not completed making Outputs under Outcome 2 having 5/6 (83%) of its activities fully completed.

### 2.2. Results achieved by Joint Programme Outcome

**Outcome 1:** The MOEY identified technocrats from the finance, accounts and planning divisions to form part of the RBB team. The Ministry has committed to working to have other RBB teams under the agencies of the ministry and in the regional offices. Technocrats completed training and are now better able to develop KPIs, align those KPIs to the budget and planning processes. The RBB training also led to the strengthening capacity for monitoring and evaluation and how to better allocate resources. The training covered 4 key areas and supported Practicals in how to create and revise Indicators. Some 350 KPIs were reviewed with 14 of them revised and 5 of them better able to address gender considerations. Approximately 25 persons trained in undertaking Budgeting Analyses and diagnostics conducted for 3 programmes. A financial model was developed and tested to help the Ministry to understand the implications of its decisions and support better policy decisions related to initiatives that the government is considering.

**Outcome 2:** A dedicated RBB team was established within the MOHW as well as across the other levels such as the regional health authorities and some of the larger hospitals (Type A and Type B hospitals). Approximately 50 participants completed training in RBB and coaching sessions. Revisions were undertaken with respect to Performance indications, towards strengthening KPIs. 250 KPIs were reviewed and 17 were revised, with 11 indicators having an increased focus on gender inclusiveness. 25 technocrats completed an 18-hour course in budget tracking and budget analysis. Diagnostics were conducted 2 programmes – the Cancer Programme and the Vector control programme. A webinar on national health accounts was implemented with organizations such as the PIOJ, the Statistical Institute of Jamaica and the regional health authorities. The JP also executed a fiscal space study focusing on policy options for health financing. Policy options including placing taxes on sugary drinks (sugar tax) and alcohol, a cross cutting area of concern for UNCIEF’s work with children.

**Outcome 3:** Training was delivered to technocrats in costing the MTF 2021 – 2024 in December 2022. A manual to support this activity in costing the MTF also was prepared. Neither of the intended results for output 3 were

achieved. This was partly due to the fact that the Medium-Term Socio-Economic Policy Framework or MTF was completed and approved in 2022, almost when the JP was being completed. This led to a change in the actual activities that were undertaken under Output 3. The completion of the MTF was over a year later than was originally scheduled.

### 232. Results achieved by Joint Programme Output

#### Output 1.1:

- **Improved capacity of MoEY staff to prepare a RBB which prioritizes expenditure to achieve the delivery of quality education**
  - A dedicated RBB team was established within the Ministry led by a RBB resident technical adviser.
  - Training conducted for key staff within the Ministry and its agencies

#### Output 1.2

- **Improved capacity of MoEY staff to identify and act on strategic areas of improvement around SDG 4 including gender and inclusive education**
  - Training was conducted for key staff within the MoEY (and their agencies) on Budget Analysis techniques.
  - Diagnostics conducted to assess the service delivery of at least 3 key programmes in priority areas by MoEY staff

#### Output 1.3:

- **A financial simulation model for education expenditure operational**
  - A financial simulation model for education expenditure developed which is adapted to Jamaica, based on quantitative reference scenarios projecting the development of the education system needs and resource requirements according to policy assumptions and targets
  - The financial sustainability of policy options and targets tested by the model

#### Output 2.1:

- **Improved capacity of MoHW staff to prepare a Results Based Budget which prioritizes expenditure to achieve the delivery of good health and well-being whilst aligning the Regional Health Authorities (RHAs) with the National level**
  - A dedicated RBB team established within the Ministry led by a RBB resident technical adviser
  - Training conducted for key staff within the Ministry and at RHA
  - Health specific planning, budgeting and monitoring guidelines developed
  - Training conducted for key staff within the MoHW (and the RHAs) on Budget Analysis techniques
  - Diagnostics conducted to assess the service delivery of 2 key programmes in priority areas within the health sector.

### Output 2.3:

- **A financial model for health expenditure operational**
  - National Health Accounts developed

### Output 3.1:

- **Improved capacity of GoJ to identify expenditure on specific SDGs linked to NOs through mapping Budget Programmes and Key Performance Indicators to each of these (UNDP lead**

Neither of the intended results for output 3 were achieved. This was partly due to the fact that the Medium-Term Socio-Economic Policy Framework or MTF was completed and approved in 2022, almost when the JP was being completed. This led to a change in the actual activities that were undertaken under Output 3. The completion of the MTF was over a year later than was originally scheduled

## **3. Challenges and Changes**

### 3.1. Challenges faced by JP

Given the scope of the change envisaged the JP was:

1. Delayed despite a 6 months extension; the effects of the Covid-19 pandemic slowed the pace of implementation since launching in December 2020
2. Could have benefited from additional time in implementation – the timing according to stakeholders (24 months) was too short. The pandemic and the uncertainty in business operations delayed implementation. The main government counterparts of the JP (Ministry of Health and Wellness, Ministry of Education, Youth and Information and Ministry of Finance and the Public Service) were in high demand responding to the effects of the crisis.
3. Impacted by government processes in getting information in a timely manner. Much of the data remains in hardcopy.
4. Delayed by lengthy procurement processes and change in administrative staff
5. General Elections within the 3rd quarter of 2020 stalled some of the substantive discussions needed to commence the project.
6. Impacted by difficulties with the consultant hired to undertake the development of the national health accounts which led to this deliverable not being produced or becoming operational. This has been viewed by stakeholders as a missed opportunity. PAHO has given its commitment to the MOHW to continue to work with them in this area.
7. Could have benefitted from a monitoring and evaluation committee to support implementation and tracking of activities. It may have also helped with the implementation of Outcome 3.
8. COVID-19 could also be considered both an enabling and inhibiting factor. For example, the training which was originally designed to be face-to-face was changed to online training, which on one hand saved resources and on the other hand, allowed for additional persons to be trained that may not have been necessarily possible if the training was held face-to-face.

### 3.2. Changes made to JP (if applicable)

Output 3.1 of the JP “Improved capacity of GoJ to identify expenditure on specific SDGs linked to NOs through mapping Budget Programmes and Key Performance Indicators to each of these” was not completed but instead changed to accommodate training to GOJ technocrats in methodologies for costing of the MTF 2021 – 2024. The MTF is the implementation, monitoring and evaluation framework underpinning Vision 2030 Jamaica, the

country’s long-term national development plan. In addition, a manual to support the activity on costing the MTF was also prepared. The rationale for the change in the activity was primarily due to the fact that the MTF was completed and approved in the latter part of 2022, or about 2 months before the end of the JP. The completion of the MTF was over a year later than was originally scheduled. According to the PIOJ, the lead government entity for Outcome #3, “A lot more work needs to be done to be able to cost the MTF. The expectation of the PIOJ going into the training was not met but the training was useful”.

#### 4. Sustainability and Country Ownership

##### 4.1. Sustainability and country ownership

Some of the observed changes in state which can be viewed as indicators or sustainability are:

- Strengthened public financial capacity in the GOJ
- Improved understanding of RBB and how to undertake budget analyses
- Ability to test varying policy options using the financial simulation models to better address the limited fiscal space
- Ability of technocrats to provide policy makers with more informed advice as it relates to the selection of policy options that can better impact development outcomes - including decisions that take into account gender and human-rights based issues - 16 KPIs across the two ministries are now gender inclusive
- Establishment of dedicated RBB teams within the two ministries to support and scale up the use of RBB for budget development.
- At least one budget prepared underpinned by RBB principles and links KPIs with budgets and corporate plans (Ministry of Education)
- Alternate for the health sector in how to scale up resources through taxation on products that are detrimental to human health - creating the scenario for increasing resources for health spending whilst enhancing human health outcomes.
- Modification of the budget preparation process using RBB and improving the allocation of resources
- Greater coordination between ministry teams - planning and budgeting to achieve desired developmental outcomes.
- The outputs of the JP are considered to be able to be replicated across other MDA’s

The table below assesses the extent of sustainability and institutionalization. Each colour represents the degree to which the results can be deemed sustainable, and part of the governments operations based on the five key variables. 1) RBB and reprioritization of expenditures; 2) Professional development MDA staff; 3) Expenditure tracking and value for money analysis; 4) Costing the financial sustainability; and 5) Financing Vision 2030 Jamaica.

	Advanced – Strong application and institutionalization within the MOEY and MOHW
	Established – Evidence of application
	Emergent Level – Early planning phase
	Latent Level – No concrete efforts to institutionalize, no plans in place, no initial discussions

*Table 1: Extent of Institutionalization and Sustainability*



Results based budgeting and reprioritization of expenditures	Professional development of ministry staff and technocrats	Expenditure tracking and value for money analysis	Costing the financial sustainability of policy options	Financing Vision 2030 Jamaica
Changes in budget preparation processes	Capacity in RBB strengthened in 2 key ministries	Financial simulation tools developed and in use	Fiscal policy for health and consideration by policymakers of implementing recommendations	
Strengthening of KPIs	Development of curricula and training materials and institutionalization of same at government training institute and Cabinet Office	Discussions have begun on how to scale up use of the simulation tools in other sectors such as justice	Diagnostic studies completed and tools and techniques used are applicable to other programmes	
Results based budget prepared in one ministry (alignment of budget, KPIs and corporate plan)	Capacity strengthened in budget analysis techniques among technocrats			
Establishment of RBB teams in ministries	Exploration of developing an online platform to upload training materials as part of the process of institutionalization			
Establishment of RBB teams in regional offices and other agencies of the Ministries				

## 5. Communications

### 5.1 [Communication products](#)

The JP developed a Communications Plan designed to expand awareness of the SDG Financing JP – to improve knowledge about the JP’s expected outcomes and their significance to national development; Convey positive impact of the JP on vulnerable populations – to humanize the efforts of the JP and make them more relatable; and generate interest among donors for potential financing.

The JP created products and engaged media to promote its work in advancing greater efficiency, effectiveness, and equity in PFM. PUNO and the SDG Fund Social media platforms with a cumulative reach of over 25,000 followers were leveraged to bring presence to Jamaica’s efforts. Considering the restrictions of Covid-19 only

3 virtual events were hosted with key partners, with coverage by free-to-air media. Technical support was provided in the launch and public dissemination of the Public Expenditure Review on Education.

The JP developed a series of eleven (11) Information, Education and Communication (IEC) material to support its various audiences toward promoting the importance and work to improve PFM. A Human-interest story was produced featuring the commitment and work of senior GoJ technocrats in advancing Result Based Budgeting, as well as 600 copies of an annual budget almanac disseminated to stakeholders.

## 5.2 Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1	The JP was officially launched in December 2020 via virtual forum. Representatives from the Ministry of Health and Wellness; and the Ministry of Education, Youth and Information, the Planning Institute of Jamaica; The Ministry of Finance and the Public Service; the World Bank and IDB; as well as PUNO were in attendance. The UN Resident Coordinator Gary Conille; UNICEF Country Representative; and the Deputy Director General of the PIOJ gave brief remarks.
Annual donors' event* (mandatory)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Partners' event ** *(optional)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2	<p>The SDG JP hosted a virtual opening ceremony for the launch of the Medium-Term Results Based Budgeting Training on September 21st, 2021. The event was attended by approximately 100 persons with remarks provided by the Executive leadership of the UN Resident Coordinators Office, the Ministries of Finance, Education and Health, as well as the Country Office leadership from Partner UN Agencies.</p> <p>The JP hosted a Graduation and Validation Exercise on Friday November 19th, 2021, with attendance from 165 persons. The event was attended by UN Country Leadership, the Government of Jamaica's technical leadership and the media. The platform also provided an opportunity for members of the Jamaica Youth Council to share with technocrats from across the Ministries of Finance, Education and Health on Good Governance and Public Financial Management.</p>

## 6. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing

#### Lessons Learned:

- A better focus on how timeframes for programmes are established. In this JP, additional times would have allowed for a greater focus on full institutionalization of key outputs.
- The JP highlighted the needs for support to Government beyond capacity building – the financial simulation tools and the diagnostic studies and other interventions were key to supporting the thrust for the application of RBB.

- Having dedicated human resources such as the use of the project coordinators in this case working directly with the Ministries was key to supporting the timely delivery of interventions.
- The JP built on previous studies and research such as public expenditure review in education and was able to implement some of the recommendations of that study which the government may not have been able to do given the tight fiscal space.
- The interest, strategic direction and leadership of the MOFPS was key to driving some of successes of the JP.
- Programmes of development partners work best when they are aligned to government priorities. This JP was timely, it coincided with a real need of the GOJ and it also built on other programmes that pointed to the need for the outputs within GOJ that the JP was designed to do.

#### 6.2. Key lessons learned and best practices, and recommendations on Joint Programming

- The JP highlighted the needs for support to Government beyond capacity building – the financial simulation tools and the diagnostic studies and other interventions were key to supporting the thrust for the application of RBB.
- Having dedicated human resources such as the use of the project coordinators in this case working directly with the Ministries was key to supporting the timely delivery of interventions.
- The interest, strategic direction and leadership of the MOFPS was key to driving some of successes of the JP
- Programmes of development partners work best when they are aligned to government priorities. This JP was timely, it coincided with a real need of the GOJ and it also built on other programmes that pointed to the need for the outputs within GOJ that the JP was designed to do.
- Most stakeholders have expressed that RBB is a significant priority for the Government of Jamaica and have suggested that the UN and UNICEF seek to find ways to expand the reach of the intervention and also support the institutionalization and sustainability of the some of the outputs.
- The Ministry of Education expressed the need for additional training especially of their finance and statistics personnel not only in the Ministry but across the regions, to ensure that there is sufficient capacity (knowledge and skills) to undertake diagnostic budget analyses using Expenditure Tracking Surveys or Value for Money Analyses.
- The national health accounts, which is a priority for the GOJ and the MOHW was not completed due to issues with the consultant. Notwithstanding PAHO has committed to working with the Government to ensure that work in this area continues possibly under another resource envelope.

## Annex 1: Consolidated results framework

### 1. JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds	0	0	0	Efforts to advance work under component 3 did not materialise to support establishing the baseline. The GOJ requested priority on capacity strengthening for costing of the recently approved Medium-term socioeconomic policy framework for Vision 2030.

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested	0	3 financing strategies for SDG acceleration with MoEYI, MoHW and MOFPS successfully implemented	1 Financing Strategy implemented	Indicators 4.1 partially achieved. FSM developed and implemented in the MOEYI.
4.2: #of integrated financing strategies that have been implemented with partners in lead	0	3 strategies lead by 3 ministries		Indicators 4.2 and 4.3 were not achieved as the GOJ requested capacity strengthening for costing the MTPF at that time the JP was in an advanced stage of implementation versus the development of financing strategies. Notwithstanding, the JP developed a manual for the training of Public Sector Professionals in Jamaica Vision 2030 Jamaica and implemented a Training
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress				

### 2. Selected global operational effectiveness indicators (full programme duration)

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

- Yes, considerably contributed  
 Yes, contributed  
 No

The JP provided opportunities for PUNO to plan and implement together, harmonising cross-cutting results to support to the Government of Jamaica to improve the efficiency, effectiveness and equity in Public Finance Management. The financial and technical resources of PUNO were significantly bolstered to enable stronger and strategic partnerships via Working Groups. The JP fostered improved collaboration in operationalizing higher-level outcomes into

concrete, measurable and time bound outputs and activities, especially those shared across partner agencies, chief among which was Result Based Budgeting.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

The JP, by its design, supported the UN’s thrust to increase the adoption and inclusion of best practices in public administration transparency. Given the large budgetary allocations to health and education, representing approximately 12% of GDP cumulatively, the JP fostered the forging of partnerships. These partnerships supported the implementation of combined training for over 170 GOJ Technocrats in various MDA, systems strengthening in health financing and budget analysis and at least 2 studies. The JP contributed to cost-savings, shared technical services and inherently moving key processes and systems towards the achievement of the SDGs and the country’s national outcomes

### 3. Results as per JP Results Framework

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
<b>Outcome 1 indicator Improved efficiency, effectiveness and equity of education and health spending which prioritizes investments towards the realization of SDG 4 and the philosophy of “leaving no one behind” through building capacity on public financial management (PFM) and Results Based Budgeting (RBB) in the MOEY.</b>					
Indicator 1.1: Increased investment for SDG 4/Vision 2030 education targets	0	12%		<ul style="list-style-type: none"> <li>22% increase in MOHW budget for FY 2023/2024 (from J\$123.7M to J\$142.9M)</li> </ul>	
Indicator 1.2: Efficiency gains promoted by JP activities	0	5 million Dollars		<ul style="list-style-type: none"> <li>Performance Based Budgeting (PBB) schema developed:               <ul style="list-style-type: none"> <li>Methodology for the Calculation of School Feeding Programme meals from US\$175 to US\$107.4 per student</li> <li>Textbook programme- JP promoted cost saving measures to reduce expenditure from J\$2.3B with the use of Digital Textbooks</li> <li>Tertiary Education Programme- JP promoted cost saving measures through reallocation of resources to better maximise the annual subvention of J\$20M.</li> </ul> </li> <li>70% alignment in Strategic Plan and the associated Key Performance Indicators alignment with the Cabinet Office for their review in 2023/24 budget/corporate planning cycle.</li> </ul>	PER on education recommended Efficiency gains through the reallocation of available resources across education levels. The JP completed Budget Analysis with key recommendations for cost saving measures. Overall value was not tabulated

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
<b>Output 1.1 Improved capacity of MoEYI staff to prepare a RBB which prioritizes expenditure to achieve the delivery of quality education</b>					
Indicator 1.1.1 Key Staff trained in RBB	0	60 Key MoEYI and agency staff trained		1. 75 MOEY Staff Trained in RBB	
Indicator 1.1.2 Revised KPIs	0% of programmes have KPI revised	100% of programmes have KPIs revised and reflecting gender sensitivity; monitoring report produced		<ol style="list-style-type: none"> <li>5 or 5 MOEYI Programmes or 100% of programmes have revised KPI's.</li> <li>350 KPIs were reviewed with 14 of them revised and 5 of them better able to address gender considerations.</li> </ol>	
indicator 1.1.3 MoEYI budget submission is fully aligned with RBB principles	0	2021 budget submission includes RBB principles		1. 70% of MOEY Budget Submission aligned with RBB principles	
<b>Output 1.2 Improved capacity of MoEYI staff to identify and act on strategic areas of improvement around SDG 4 including gender and inclusive education</b>					
Indicator 1.2.1 Trained staff on budget analysis techniques	0	25 MoEYI and agency staff trained on budget analysis techniques		1. 34 MOEY staff trained in Budget Analysis Techniques	
Indicator 1.2.2 Diagnostic reports produced	0 No diagnostics linking programming budgeting with service delivery previously conducted	Diagnostics initiated by trained staff		<ul style="list-style-type: none"> <li>Three (3) Diagnostic Reports conducted: <ol style="list-style-type: none"> <li>School Feeding Programme</li> <li>Textbook and Furniture Programme</li> <li>Tertiary Education Programme</li> </ol> </li> </ul>	The ASTEP and Career Advancement Programme as well as the Special/Inclusive Education Programme were replaced with the school feeding programme as these were deemed more relevant at the time to the GOJ priorities.
Indicator 1.3.1 Model developed and tested	No simulation models in place for education expenditure	Financial sustainability of policy options and targets tested		1. The financial model developed, and policy options tested with MOEY technical staff.	
<b>JP Outcome 2: Improved efficiency, effectiveness and equity of health spending which prioritizes investments towards the realization of SDG 3 and the philosophy of “leaving no one behind” through building capacity on public financial management (PFM) and RBB in the MoHW</b>					
Indicator 2.1: Increased investment on SDG 3/Vision 2030 health targets	0	12%		<ul style="list-style-type: none"> <li>Increase in MOHW budget for FY 2023/2024 (from J\$98.0M in 2021/22 to J\$118.7B)</li> </ul>	

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
Indicator 2.2 Efficiency gains promoted by JP activities	0	5 million dollars		1. JP Funding requirements analysis and Fiscal Space Tools promote efficiency gains totalling \$55.75M	
Indicator 2.3 MoHW budget submission is fully aligned with RBB principles	0	2022 submission is fully aligned with RBB principles		1. 2023 Budget Submission aligns with revised KPI's and RBB principles	
Output 2.1 Improved capacity of MoHW staff to prepare a RBB which prioritizes expenditure to achieve good health and well being					
Indicator 2.1.1 Key Staff trained in RBB	0	60 Key MoHW, RHAs and agency staff trained  RBB Health Guidelines produced		1. 77 Key MoHW, RHAs and agency staff trained 2. RBB Health Guidelines produced	
Indicator 2.1.2 KPIs revised		100% of programmes have KPIs revised and reflecting gender sensitivity; monitoring report produced		1. 3 of 3 sector programmes KPI's reviewed 2. 250 KPIs were reviewed and 17 were revised, with 11 indicators having an increased focus on gender inclusiveness. 3. Monitoring Report Produced	
Output 2.2 Improved capacity of MoHW staff to identify and act on strategic areas of improvement around SDG 4 including gender and inclusive education					
Indicator 2.2.1 Trained staff on budget analysis techniques	0	25 Key MoHW and agency staff trained on budget analysis techniques		1. 45 staff trained in budget tracking and budget analysis techniques.	
Indicator 2.2.2 Diagnostic reports produced	0	2 diagnostics initiated led by MoHW staff trained		2. 2 diagnostics initiated <ul style="list-style-type: none"> <li>o The Cancer Programme</li> <li>o The Vector Control Programme</li> </ul> 3. 41 MOHW staff trained	The JP intended to focus the diagnostics on the Maternal Health Programme and the Adolescent Health Programme, but this was shifted to focus on two of the MOHW's largest programmes in terms of expenditure.
Output 2.3 A financial model for health expenditure developed					
Indicator 2.3.1 Improved Health expenditure information		National Health Accounts developed		1. National health accounts Study was not completed	There were difficulties with the consultant. Only 3 of the 8 deliverables completed. A webinar on national health accounts was implemented

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
		Fiscal Space study conducted		1. Fiscal space study completed	
<b>JP Outcome 3: Improved efficiency, effectiveness and equity of government spending to achieve the SDGs and the National Outcomes (NOs) as defined in Vision 2030 Jamaica, by improving the linkages of the country's budget programmes to national targets so as to clearly identify expenditure invested on the programmes and activities which relate to them.</b>					
Indicator 3.1 Budget programmes linked to priority SDG/Vision 2030 targets	0	Partial linkage of budget programmes to SDG/Vision 2030 targets		Not achieved	
Indicator 3.1.1 Staff trained to track and analyse expenditure	0	<p>20 staff in MoFPS and POIJ trained in tracking and analysing expenditure on SDGs and Nos</p> <p>MoFPS and PIOJ assigned staff to work on SDG/Vision 2030 tracking system</p>	<p>Training delivered to technocrats in costing the MTF 2021 – 2024</p> <p>A manual to support this activity in costing the MTF also was prepared.</p>	<ol style="list-style-type: none"> <li>1. Training delivered to technocrats in costing the MTF 2021 – 2024</li> <li>2. A manual to support this activity in costing the MTF also was prepared.</li> </ol>	<p>The completion of the MTF was over a year later than was originally scheduled. The Medium-Term Socio-Economic Policy Framework or MTF was completed and approved in 2022, almost when the JP was being completed. This led to a change in the activities that were undertaken under Output 3.</p>
Indicator 3.1.2 Tracking reports produced	0	<p>Methodology developed</p> <p>Initial tracking and analysis report produced</p>		<ul style="list-style-type: none"> <li>• Not achieved</li> </ul>	<p>Neither of the intended results for output 3 were achieved.</p>



## Annex 2: List of strategic documents

### 1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Budget Analysis on Education programmes in Jamaica	March 2023	Assessment	To identify the institutional arrangements for select education programmes; track the financial and material resources flows, and identify key results of the programmes and try to relate them to the budget allocations. The JP engaged an international firm to undertake the Review, analysis and training of key staff in Budget Analysis.
Review of Jamaica MTRBB	September 2021	Assessment	review of the Government's Medium-Term Results Based Budgeting (MTRBB) Framework, related to the education and health sectors
2021 GOJ MTRBB Guidelines	July 2021	Guidelines	The Guidelines is a customized planning, budgeting, and monitoring manual to support technical staff in the MOEYI and the MOHW. The JP engaged an international firm to undertake a review and develop a manual to standardize, train and provide coaching, toward strengthening capacity and promote efficiency in PFM.
Manual for the Training of Public Sector Professionals on how to Cost Sector Plans and Vision 2030 Jamaica Medium-Term Socio-Economic Policy Framework (MTF	December 2022	Guidelines	A manual to equip key government professionals and partners in the public sector of Jamaica with the capacity to cost the country's Medium Term Socio-Economic Policy Framework and other SDG aligned policy and sector plans.
Costing Training Guide	December 2022	Training Guide	Training guide on costing the implementation of Vision 2030 NDP- Medium Term Economic Framework.

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Financial simulation model for education costs (Financial Simulation Model, FSM)	March 2023	Tool/Methodology	The model will help MOEY cost an Education Sector Plan (ESP). The FSM will automate calculations to evaluate policy options through scenarios corresponding to policy choices.
Fiscal Space Study	January 2023	Assessment	Fiscal Space Study conducted with policy options for health financing. The JP engaged technical assistance to the MOHW to complete the study.
National Health Accounts	January 2023	Assessment	A financial model for health expenditure. The JP engaged technical assistance to conduct the review.

[2. Strategic documents to which the JP directly contributed to](#)

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Public Expenditure Review on Education	June 2021	Assessment	A review of Jamaica's Education System Expenditure; assessing the level of equity, effectiveness and efficiency. The JP conducted deep dives on the findings and recommendations from PER.

## Annex 3. Communications materials

### 1. [Human interest story](#)

How to make each taxpayer dollar count more for children: A new project to help ensure taxpayer funds are used more effectively to deliver improved outcomes for Jamaican children.

<https://www.unicef.org/jamaica/blog/how-make-each-taxpayer-dollar-count-more-children>

### 2. [Communication products](#)

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
SDG Citizens Guide to the Budget for Children and Youth	October 2022	<a href="https://twitter.com/UNICEFJamaica/status/1576967562599944192">https://twitter.com/UNICEFJamaica/status/1576967562599944192</a>
Social Media Infographics and illustrations	July 2022	<a href="#">Infographics: Citizen's guide to the budget   UNICEF Jamaica</a>
Budget Calendar 2022-2023	December 2022	<a href="#">UNICEF 20220101 JointSDGFund Calendar 12x9 print.pdf</a>
Human Interest Story: How to make each taxpayer dollar count more for children	February 2022	<a href="#">How to make each taxpayer dollar count more for children   UNICEF Jamaica</a>
Public Expenditure Review Launch	February 2022	<a href="https://www.worldbank.org/en/news/infographic/2022/03/03/public-expenditure-review-of-the-education-sector-in-jamaica">https://www.worldbank.org/en/news/infographic/2022/03/03/public-expenditure-review-of-the-education-sector-in-jamaica</a> <a href="https://www.unicef.org/jamaica/press-releases/government-jamaica-launches-public-expenditure-review-education-sector-jamaica">https://www.unicef.org/jamaica/press-releases/government-jamaica-launches-public-expenditure-review-education-sector-jamaica</a> <a href="https://www.youtube.com/watch?v=EUbKLtC2Dl0">https://www.youtube.com/watch?v=EUbKLtC2Dl0</a>
Jamaican Health Ministry Embraces Results Based Budget Training	October 2021	<a href="https://www.paho.org/en/news/6-10-2021-jamaican-health-ministry-embraces-results-based-budget-training">https://www.paho.org/en/news/6-10-2021-jamaican-health-ministry-embraces-results-based-budget-training</a>
More than 170 complete results-based budget training	November 2021	<a href="https://jamaica-gleaner.com/article/news/20211122/more-170-complete-results-based-budget-training">https://jamaica-gleaner.com/article/news/20211122/more-170-complete-results-based-budget-training</a> <a href="https://jis.gov.jm/more-than-170-complete-results-based-budget-training/">https://jis.gov.jm/more-than-170-complete-results-based-budget-training/</a>
Public Finance for Children	November 2021	Video Presentation: Good Governance and the Future

## Annex 4: Stakeholder feedback

Name of entity	Name of Representative /s	Title	Contact information	Role in the programme	Summary of feedback
Planning Institute of Jamaica	Delores Wade Lorna Samson Easton Williams Latoya Clarke Peisha Bryan-Lee Travis Reid	Director, Multilateral Technical Cooperation Unit	Delores_wade @pioj.gov.jm	Outcome 3	<p><i>“The JP was deemed relevant from the beginning – there was consensus for the need for the government to look at how they were allocating resources. The Ministry of Finance and Planning (MOFP) was interested and participated in the JP which also demonstrated the relevance of JP to the country. Health and education are two critical areas as they are allocated large chunks of the budget each year and it was worth focusing on these areas and the extent to which the allocation was touching on critical needs and which groups, if any were being left out or given a larger share of resources”. (PIOJ)</i></p> <p>The JP, its structure and intended outputs and results captured the interest of the MOFPS and had the support of the MOFPS and the Cabinet Office from the beginning as the JP, developed in consultation with these entities, were supportive of the needs of the government and the activities that the government has been trying to implement for several years to better allocate budgets to address the country’s developmental challenges.</p> <p>Three persons from this group completed an online evaluation and the results showed that:</p> <ul style="list-style-type: none"> <li>• 2/3 of the respondents strongly agreed that the JP was responsive to the interests and needs of the Government with the third respondent agreeing with this.</li> <li>• All three respondents agreed that the JP was implemented at the right time and contributed to other complementary reforms being undertaken by the Government.</li> <li>• All three respondents agreed that that the JP delivered on its intended results.</li> </ul>
Ministry of Health and Wellness	Samanthi de Mel	JP Programme Coordinator (MOHW)	samanthidemel@hotmail.com	Outcome 2	<p><i>“The JP strengthened the public financial capacity of two ministries, but not the entire government. The Government needs to propel the work forward, it needs to build on this work and focus on implementing the many recommendations”. (Ministry of Health)</i></p> <p>The JP was considered timely and was well aligned with the needs of the government and supported the ministry’s efforts to better understand and delineate its expenditures. Prior to the JP, the MOHW had intentions of undertaking an expenditure review of the health sector.</p>
Ministry of Education and Youth	Maureen Dwyer Vivienne Johnson Tamara Millers Nicole Brown	Permanent Secretary	maureen.dwyer@moe.gov.jm	Outcome 1	<p><i>“Education is the ministry that gets the 2<sup>nd</sup> largest share of the national budget and most of it, or 85 per cent goes to compensation and there is not much left for programming. The remaining has to be prioritized to enhance educational outcomes, the JP has helped us to begin addressing this.” (Ministry of Education and Youth)</i></p>

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					<p>We are able to better align its budget with its strategic plan and the associated key performance indicators and was able to share this new alignment with the Cabinet Office for their review in 2023/24 budget/corporate planning cycle.</p> <p>A survey undertaken at the MOEY, a year after the RBB training showed the following:</p> <ul style="list-style-type: none"> <li>• 61% - Respondents who say they've used MTRBB in the past 12 months in their work at the MoEY.</li> <li>• 81% - Indicate having "good to very good knowledge and confidence" in applying RBB to their work. The other 19% of respondents say their "knowledge and confidence" is not good currently.</li> <li>• 71% - Respondents who have expressed interest in receiving further RBB training. Approx. 54% of these respondents describe their interest in being trainers as being "high to very high".</li> <li>• 55% - Say that they are responsive to "further training and self-development "in order to become RBB trainers.</li> </ul>
PAHO	Casimiro Dias	Advisor, Health Systems and Services, PAHO/WHO Office for Jamaica, Bermuda and Cayman Islands	canhaccas@paho.org	Outcome 2	<i>"We learnt how to better use the competitive advantage of the UN agencies and other IDPs... by coming together efficiencies were increased... we found competitive advantages and built on it" (PAHO)</i>
Ministry of Health and Wellness	Samanthi de Mel	JP Programme Coordinator (MOHW)		Outcome 1	<i>"The JP is ground-breaking and first time that several UN entities joined together to work ... there were lots of synergy and collaboration and efficiencies in how resources and time was utilized". (Ministry of Health on JP)</i>
Compass International (Training Consultants)	Ana Fernandez Lisa Marr Andrés Mauricio Jiménez Pava	Director, English Speaking Countries and Global Partnerships	Ana.Fernandez@institutocompass.org	Consultants that developed and delivered the training programme	<i>"From our experience, working with Governments take time and that was not really a challenge in this case – the government was flexible and very coordinated. The focal points in the Ministries (the JP coordinators) were good they knew the client. Every piece of the JP that we worked on was harmonious" (COMPASS/IDEA International)</i>

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		Compass Institute			
UNICEF	Andre Miller	Social Policy Officer	andmiller@unicef.org	Overall JP administration  Outcome 1	<p><i>"The JP gave renewed focus to the SDGs and that was a step in the right direction". (UNICEF)</i></p> <p>The JP was considered to be iterative and was able to build on existing initiatives and support recommendations included in for example the Public Expenditure Review (PER) on Education undertaken previously by the World Bank and UNICEF and published in 2020. The JP was able to roll out and implement several recommendations contained in the PER.</p>
Cabinet Office	Craig Barham  Jennifer MacLeavy	Chief Technical Director	craig.barham@cabinet.gov.jm		<p><i>The JP was very well-aligned with the GOJ's current priorities. There also was general consensus on the importance of the capacity building initiatives underpinning the JP as well as the quality of the training received.</i></p>