

Report on The Theory of Change of Guyana's Green State Development Strategy (GSDS)

I. Introduction

As an instrument that will lay the foundations of the development of Guyana for at least the next decade, the Green State Development Strategy (GSDS) requires an extensive discussion on the principles and technical themes that will be tackled as well as the prioritized agenda for development efforts in the country.

To ensure that Guyana's development efforts - set forth by the GSDS - are aligned with the Sustainable Development Goals, a series of workshops and discussions have been held to materialize the Theory of Change behind the objectives of the GSDS – the sequence of changes that are expected to happen in order to achieve the objectives proposed by the GSDS and its ultimate vision for the Country. In this context, the following report is an input for the process of building the Theory of Change of Guyana's GSDS, built primarily from the analysis of the results of the different discussion and workshops held among the stakeholders from Guyana and supporting partners in the effort. The construction of the ToC was done sequentially following the structure proposed in Figure 01 below:

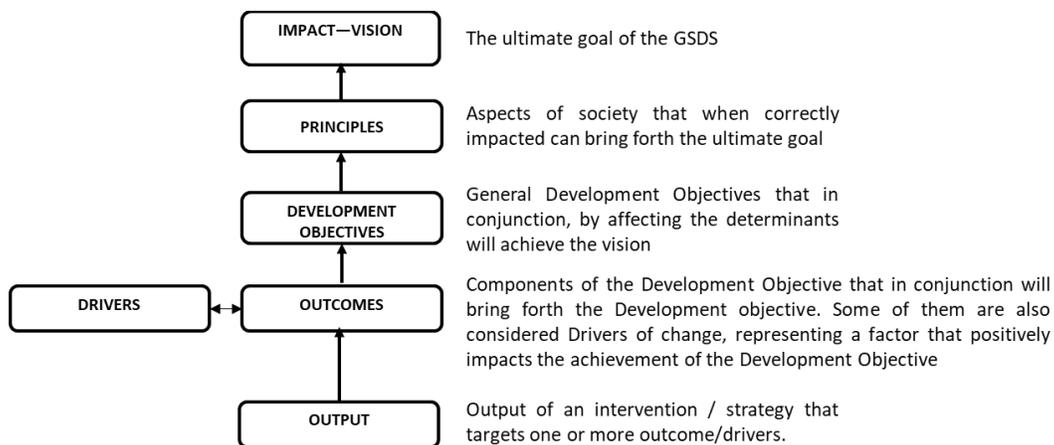


Figure 1 – Proposed Structure for the construction of the Theory of Change

II. Methods

The following proposal has been developed using as source material the information collected from draft documents of the GSDS and results of workshops with expert groups held by UNDP, UNEP on March and May of 2018.

The processes through which the input was collected were predominantly through workshops and meetings, however the scope and starting point of analysis for the two sessions were different. While the first workshops on March were focus around the seven pillars of the GSDS then transformed in the five Development Objective, the May workshop was centered around the specific themes (Agriculture, Energy, Forestry, Infrastructure, and Human Development and Well Being). Having these two approaches has been useful to provide a discussion from an integrative and sectorial perspective, however, it has also caused that some particular outcomes of the GSDS have been more discussed than others. Consequently,

some objectives reflect a more detailed structure than others due to the in-depth discussion held around those area, while other are still at a very superficial level. A highlight of this issue in each Development Objective is presented below:

- DO 1 – Green and Diverse Economy: Most of inputs provided from experts have centered around the increased contribution to the economy and sustainability of agriculture, forestry and mining, and less on the development of a green and diversified manufacturing sector, as well as about positioning tourism as a prominent contributor to Guyana’s economy. Similarly, the discussion about the oil sector sustainability sector has not been prominent in this Objective, even though it is particularly relevant for the Energy Objectives of the countries.
- DO 2 – Sustainable Use of Natural Resources: Like the previous objective, most of the input has been centered around the forestry sector and the efforts to increase its sustainability and the associated conservation benefits of REDD+ initiatives. On the other hand, less discussion is present around direct conservation and management of land and marine resources, such as fresh-water, fisheries.
- DO 3 – Ensuring access to sustainable energy: This objective has been extensively discussed and very specific outputs have been provided as part of the discussion. However, the sustainability of the oil sector and the way in which it should be related with the DO1 and DO2 could be further explored in the discussion, as it could become an area where conflicting priorities might appear.
- DO 4 – Resilient Infrastructure: This objective has also been largely discussed, however it is particularly focused in the development and maintenance of infrastructure and less on enhancing its resilience and its linkages with the DO 2 such as coastal conservation.
- DO5 – Well-being and standard of living: The final objective has provided important details on potential strategies and outputs on increasing access and quality of education and health services. While discussion on reduction of inequalities has occurred, most of the outputs are centered around the provision of social protection measures, and less on the increase of participation from stakeholders in decision making, which could be beneficial and linked with many of the other development objectives.

In addition, it’s important to mention that targets and indicators have not been defined for the Development objectives, with the exception of the DO 3 – Sustainable Energy. Starting a discussion about the actionable results of the implementation could provide important information not only about the targets themselves but also because it could refocus the work on some issues that were not initially proposed, for example in the case of the DO 3, the transportation sector was not fully reflected in previous documents and was not brought into the GSDS until the last discussion around targets and priorities. In addition, while this discussion could be done from a sectorial perspective it would also be relevant to engage in a multisectoral discussion as a way to identify potential synergies, and areas where particular care to balance the achievement of development objectives should be placed.

Finally, as will be seen in the next section, three overarching outputs have been found in most, if not all, the consultations and results of the workshops: Institutional Capacity, Adequate Policies and Human Capacity – the last one associated directly to DO 5. This indicates that there is some level of agreement on need to work on capacity building issues as a prioritized focus area. In addition, infrastructure has also

been particularly prominent as a common output for many of the development objectives, however, it also requires a significant level of human capacity according to the workshop's results.

III. Structure for the Theory of Change of Guyana's GSDS

Achieving the vision for Guyana proposed by the GSDS requires not only to have well-defined thematic areas and objectives, but more importantly, to have an organized, compelling and actionable framework that can help to thoroughly plan, implemented and monitor the materialization of the vision in the next two decades. In that sense, the definition of Theory of Change associated with Guyana's GSDS will allow for a sequential explanation on how the achievement of the development goals will produce the expected cumulative impacts towards the achievement of Guyana's Vision, providing the 'development story' of the country. The general structure of the ToC for Guyana's GSDS is proposed in the Figure 2.

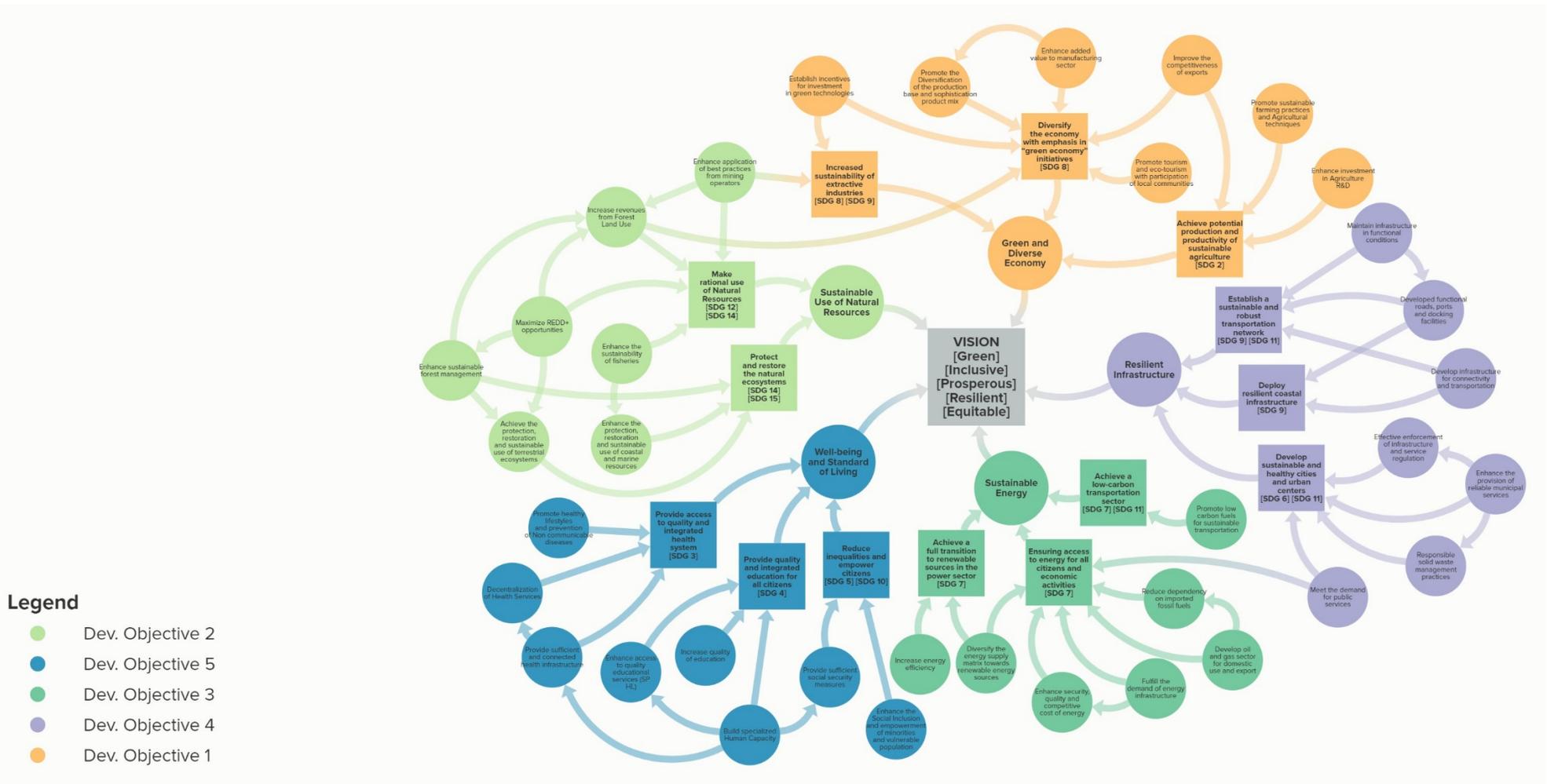


Figure 2: General Structure for The Theory of Change of the GSDS

The Vision

The final impact presented in the ToC is the Vision 2030, defined in the GSDS as follows: “To achieve a Green, Inclusive and Prosperous Guyana that provides a good quality of life for all its citizens based on a sound education and social protection, low-carbon resilient development, green and decent jobs, economic opportunities, individual equality, justice, and political empowerment.”

The Principles

The achievement of Guyana’s vision will be affected by a series of aspects – Principles - each one associated with characteristics of the country that are to be positively impacted and whose aggregated and synergic interactions will bring forth Guyana’s Vision. The outlined determinants for the GSDS are detailed below:

- **Social Cohesion:** The level of integration of all members society into the social structures and the construction of a society that “works towards the well-being of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward social mobility.”¹ Due to this, social cohesion is both an important development objective by itself and also a way to achieve other inclusive development goals.
- **Sustainable livelihoods:** The aggregation of the skills, assets – social and material – and the approaches used by individuals and communities to survive and have an adequate standard of living, including the capacity to overcome stress and shocks arising from their vulnerability². Finally, the interdependence of livelihoods is also to be considered, as they are complex interrelations between livelihood conditions of individuals, and groups, within a society.
- **Social Norms and Behaviors:** Referring to the context-specific rule and behaviors that members of a community – or society – follow due to several reasons such as normative expectation, social rewards or sanctions and even by repetition of what other members of society do. The impact of the social norms is significant in many aspects of the interaction between individuals and groups with society and can be particularly relevant for their influence on vulnerable individuals and communities.
- **Quality of Life:** While sustainable livelihoods are more closely associated with progress and improved standards of living, quality of life is associated with overall well-being as the result of the interaction of many factors, and encompasses different aspects that make an individual, a group or community, satisfied and content with their lives³.
- **Democratic Governance:** While governance is a neutral term⁴, democratic governance is referred to as “a process of creating and sustaining an environment for inclusive and responsive political processes and settlements”⁵. This process is tied to the concept of democracy and the rule of law, including equality before the law, transparency and access to information, participation in public affairs, political plurality, freedom of expression, and others.
- **Effective Public Administration:** Referring to the aggregate system – policies, rules, practices,

¹ OECD (2011), Perspectives on Global Development 2012: Social Cohesion in a Shifting World, OECD Publishing, Paris, http://dx.doi.org/10.1787/persp_glob_dev-2012-en.

² UNDP (2017) – Guidance Note – Application of the Sustainable Livelihoods Framework in Development Projects

³ UNDP (2016) – Happiness, well-being and human development

⁴ Committee of Experts on Public Administration, Definition of basic concepts and terminologies in governance and public administration (E/C.16/2006/4) (New York, 2006)

⁵ United Nations Development Programme, Human Development Report 2011 (New York, 2011)

structures, personal – used by every level of government in their functions. The effective and transparent delivery of public services and execution of government is a key determinant in the achievement of any development goals.

The Development Objectives and Outcomes

The Development Objectives are the overarching development challenges that are to be overcome - a process that will affect the Determinants and then bring forth the Vision for Guyana. The Development objectives (DO) are aspirational goals – akin to the SDGs - associated with particular thematic objectives established in the GSDS, and while much guidance has been taken from the GSDS' Pillars, they are not the same. In addition, each Development Objective is comprised of several outcomes which in conjunction will bring to completion the DO. The Development Objectives for the GSDS, and their corresponding intermediate outcomes are detailed below:

1. DO 1 – “Achieve a green, inclusive and diversified economy that allows access to new markets and creates decent jobs for all its citizens”

Guyana's economy and trade characteristics are heavily associated with the predominance of the extractive industry sector and its role in the country. In addition, the low level of economic 'complexity' – an unbalanced predominance of low-skilled labor over high-skilled and technologically intensive activities - create important conditions for increasing inequality and the potential for eventual stagnation of economic growth. A Diagram of this Development Objective can be seen in Figure 2.

This Development objective aims to tackle this issue through a process of diversification of Guyana's economy with a particular focus in the green economy - an economy that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It is low carbon, resource efficient, and socially inclusive⁶. This transition will involve a heavier reliance on sectors with technology intensive activities, increased resource productivity and environmental services, as well as the implementation of social and environmental considerations towards a more inclusive and equitable economy. The outcomes for this objective are the following:

- Diversification of economy with emphasis in “green economy” initiatives: The intended diversification of economy will have to be coupled with a strong emphasis in the deployment of “green” initiatives and business that are able to decouple the economic growth from the increasing environmental externalities generated as the productive process. Some of the outputs associated with this outcome involve: Improving the Competitiveness of existing and potential exports, Developing the Manufacturing Sector; Promoting sustainable and participatory tourism as a significant area of the economy; Establishing incentives for the investment in green technologies; and Increasing the relevance from forestry-related activities.

These outputs are in turn significantly affected by other others, such as the development of infrastructure for connectivity and transportation, which could help to support the access of exporters to new markets, improve the fulfillment of international standards, and as a result, increasing the competitiveness of exports. Other outputs are heavily related to institutional capacity, for example, in the forestry sector. Enhancing institutional capacity could lead to the

⁶ UNEP (2011) – Green Economy Report

creation of more effective tools for forest management and land use planning, which in turn could enhance the sustainable management of forest, increase conservation opportunities – such as REDD+ - ultimately increasing the revenue contribution to the green economy.

- *Increased sustainability of extractive industries:* Due to its relevance to the country' economy, strengthening and promoting the sustainability and governance of extractive industries – such as mining, oil, and forestry, will be indispensable to achieving this objective. The outcome is linked to an increase in the sustainability of the extractive industries operations – which can be done through the provision of incentives to adopt cleaner technology in these sectors, an increased enforcement of existing regulations to avoid pollution and land degradation, and effective and transparent mining licensing which can reduce informality and enhance the access to resources to improve sustainable operations. In addition, this outcome also involves an element of higher levels of integration with local stakeholders in relation to the decision-making process around the deployment of extractive activities and their participation in the operations.

In addition, this particular objective is heavily associated with the forestry sector, as in many cases these activities are located in the same areas. As a result, the role that forestry regulation and promotion will have could create a better environment for increasing the sustainability of these industries, for example, effective land use planning could provide an important tool to properly locate both forestry and extractive activities in a region, enhancing their contribution to Guyana's economy and preventing conflicts around land use or pollution.

- *Increased productivity of sustainable agriculture:* one of the most relevant economic sectors of Guyana's economy with its associated benefits – such as food security. Strengthening both the productivity and sustainability practices of this sector could have important effects towards achieving a green and diverse economy. The most relevant outputs for this outcome involve the Promotion of Sustainable Farming Practices, such as the use of resource efficient technologies according to the region and type of crop. Enhancing the R&D in Agriculture through access to increased financial resources for increased research opportunities, as well as higher capacity to translate research into actionable policies; and Promote the diversification of the production – which could be achieved through the improvement of the economies of scale for small farmers, increased access to finance through clear and secure land tenure, and the development of infrastructure to increase connectivity and transportation capacity.

Many of the outputs previously mentioned have significant interlinkages not only with other outcomes of this objective but with other Development Goals, such as the presence of Specialized Human Capacity in relation to Green Business activities, built through vocational, technical and tertiary education and thus associated with the Education Objective. This enhancement of human capacity can translate into institutional capacity for increased efficiency and a more impactful revision of relevant policies in all these sectors; in addition, the presence of specialized capacity in general can be important to provide the private sector with the enabling opportunities to better take advantage of the suitable conditions created by the government and actively engage in private green initiatives.

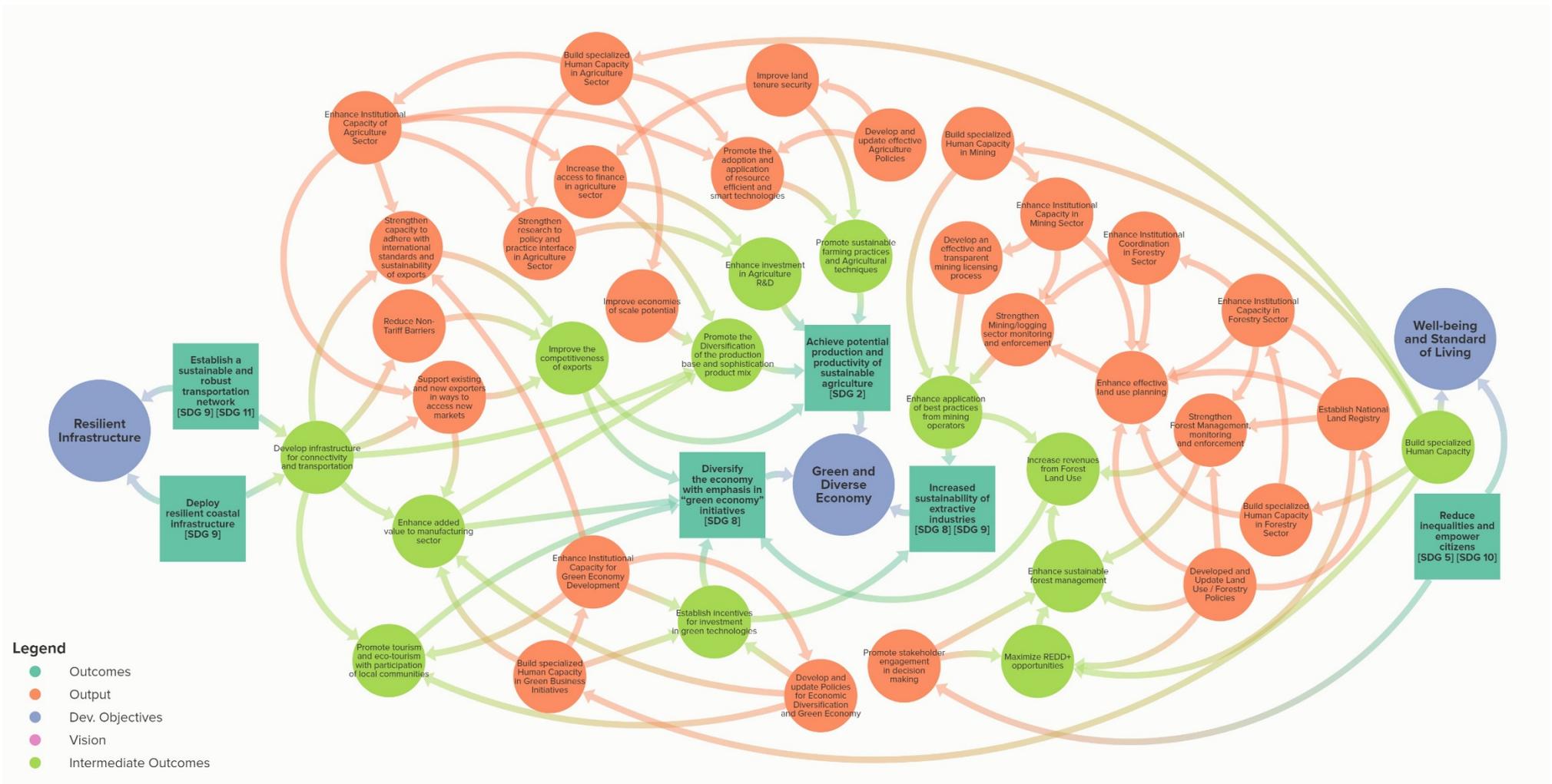


Figure 3: Structure for The Theory of Change of Development Objective 1 of the GSDS

2. DO 2 – “Achieve a sustainable and soundly-governed management of natural resources that allows for effective conservation and restoration, as well as sustainable use by its citizens”

Guyana has vast and diverse ecosystems and natural resources including montane rainforests, savannahs, aquatic environments, fresh water, marine resources, and others. While these resources play a key role in the provision of livelihoods, many are also endangered due to extractive industry exploitation of renewable and non-renewable resources. However, there are significant opportunities in leveraging the uses of these resources to enhance some sector of the economy – such as ecosystem services provision or REDD+, as well as to elevate the relevance of conservation and protection of natural environments

The DO2 aims to achieve a sustainable and inclusive system that can both strengthen the conservation and restoration of natural environments, and the sustainable use of the rich environmental capital of Guyana as a source of economic growth - in line with the DO1. The objective also incorporates having a participatory and strong governance component that can empower local stakeholders, particularly indigenous people, as a way to achieve broader engagement in the process and equitable distributions of the outcomes. The outcomes for this objective are the following:

- Protect and restore the natural ecosystems: Due to potentially increasing pressures of industrialization from a diversified economy – as well as from the extractive industries, the reinforcement of initiatives associated with protection and restoration of the natural environment will be a necessary balancing mechanism to counter the swift economic development and its environmental impacts. The most relevant areas of action include the Protection and Restoration of Coastal and Marine Ecosystems - through activities such as the effective management and protection of its associated ecosystem service, the development of resilient and functional coastal infrastructure that can help to sustain these services, whilst also actively increasing the sustainability of fisheries and other marine resource activities. Similarly, the protection of land-based natural resources will be tightly coupled with effective land use planning, the improvement of forest management – which will have positive impacts on related economic and conservation efforts – and the protection of fresh water resources.
- Make sustainable use of Natural Resources: Taking action to ensure and strengthen sustainability – with increased economic benefits, reduction of environmental burdens, and reduction of inequalities – of nature-based economic activities will be of great relevance to achieving this objective. This outcome is particularly linked to the DO 1 – specifically the outcome of Diversification of economy with emphasis in “green economy” initiatives. In that sense, the focus of this outcome is centered around increasing the economic contribution of natural resource-based sectors such as forestry – through a more effective land use planning, better management of forests, and enhancing REDD+ opportunities as a relevant source of revenue from this sector. Similarly, increasing the contribution of fisheries – through an improvement of its management, increasing the associated manufacturing capacity, and the infrastructure for connectivity and transportation – is an important focus for achieving this objective.

Finally, similarly to the previous Development Objective, achieving all of these outputs will involve an important improvement of the institutional capacities of the public sector both to properly update the relevant policies and regulations associated to these area, as well as to improve the implementation, coordination and monitoring of the initiatives aimed at achieving this outcome. This enhancement of

institutional capacity begins in the development of Specialized Human Capacity in this sector, an element heavily linked to the quality and scope of Education.

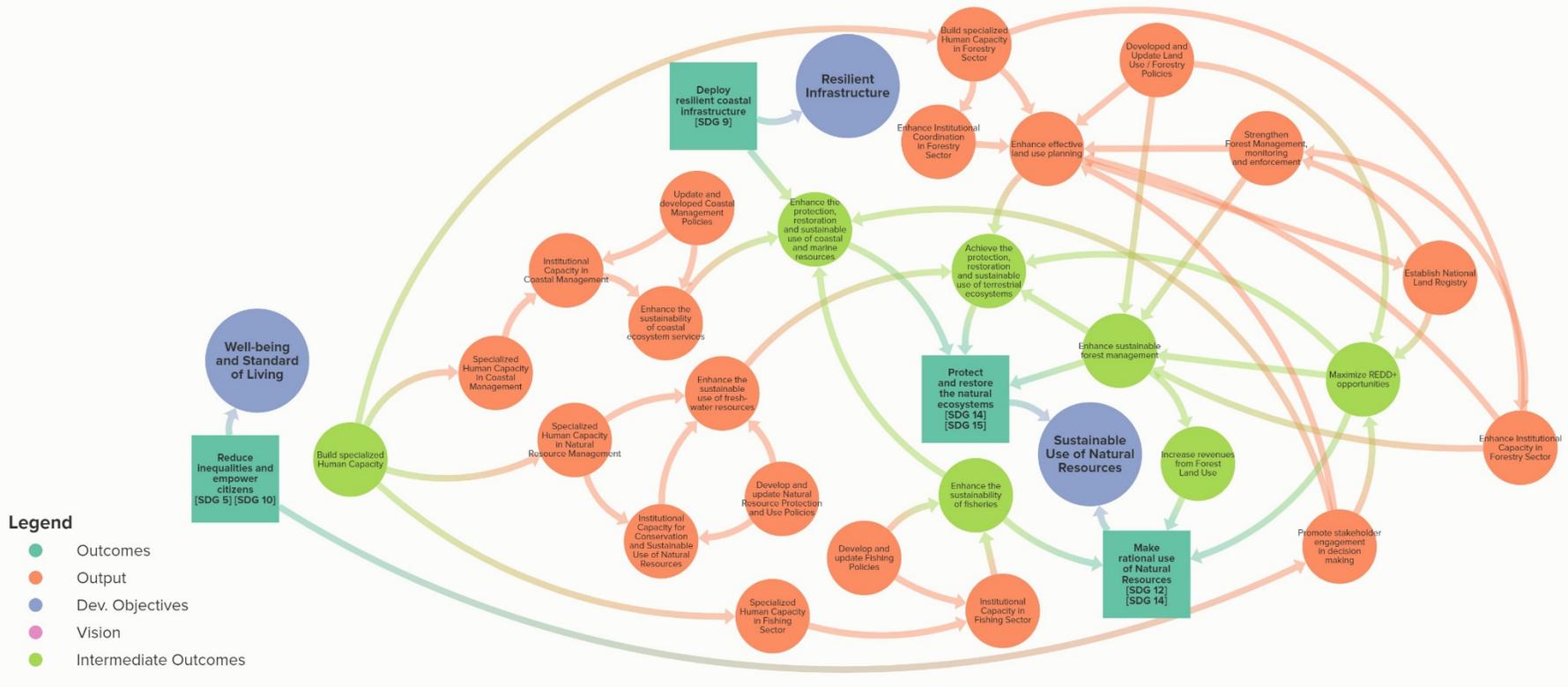


Figure 4: Structure for The Theory of Change of Development Objective 2 of the GSDS

3. DO 3 – "Transition the energy sector towards the provision of renewable, affordable and reliable energy to support economic growth and increased living quality to all citizens"

Despite its diverse energy potential - including hydropower, wind power, biomass, solar and other sources – Guyana's primary source of energy is still based on imported fossil fuels – with the corresponding impact on environmental quality and greenhouse gas emissions. In addition, the levels of access to energy are heavily concentrated in urban areas, with about 12% of the population without access to energy, even when the energy capacity of the country is well above the current demand. This Development Objective aims to address the issues in the energy structure of the country and work towards a transition to renewable energy, leveraging the potential sources available in the country, in lieu of continued dependency on oil imports and reserves. The transition and provision of energy will heavily consider increasing the access and affordability of energy, particularly in underserved areas of the country, acting also as a driver of increased economic growth and livelihoods. The outlined outcomes for this objective are the following:

- *Achieve a low carbon energy sector:* Increasing sustainability and reducing greenhouse emissions from the energy sector is an outcome of great relevance for the achievement of this objective and with significant implications for the achievement of a truly green economy, since the provision and use of energy will be an enabling factor in the development and implementation of any economic activity in the country. This transition towards a less carbon intensive energy sector will involve the diversification of the energy supply matrix of the country in order to include larger proportions of renewable and alternative energy sources – through an increase of the cost-effectiveness of alternative and renewable energy for suppliers, the installation of renewable energy infrastructure and incentivizing the use of renewable energy technology. In addition, increasing energy efficiency in the country – through the use of technology and education in this topic – and enhancing the cost-effectiveness of renewable technologies for consumers – are important outputs that in conjunction can help bring forth an energy sector with a significantly lower carbon footprint.
- *Ensure access and affordability to energy for all citizens and economic activities:* While reducing the carbon footprint is key to securing the transition towards a more sustainable energy sector, the aspects of affordability and access to energy need to be addressed if the renewable energy supply is to enable improved economic activity and the quality of life of citizens. This is particularly relevant for citizens in remote and underserved areas that might require different access mechanisms than those in urban areas. Some of the most relevant outputs for achieving this outcome involve: The provision of sufficient energy infrastructure – which can lead to a reduction of losses in the energy system and increased security and quality in the provision of energy at competitive costs; The Installation of renewable energy systems in existing underserved areas such as the hinterland regions - through the correct use of incentives and selection of cost-effective alternatives for consumers; and using natural gas to provide a secure and domestic energy source, while increasingly transitioning away from the polluting fuels.
- *Achieving a low carbon transportation sector:* While the previous outcomes were more related to the provision of clean and affordable electricity for all citizens, this outcome is directly related to the fuels used in the transportation sector, the efforts to reduce the emissions of GHG, and increase its overall sustainability. The most relevant outputs associated with this outcome involve the promotion of alternative fuels for the transportation sector - through an update in the

relevant policies and incentives - and the enhancement of other policies aimed towards increasing the use of more efficient vehicles.

Similar to the previous cases, enhancing the specialized human capacity and institutional capacity are key elements to achieve any of the previously mentioned objectives and output, creating a strong link with educational efforts to increase national expertise in this sector. In addition, the provision of functional infrastructure is also a key aspect to achieve these objectives, since a properly planned infrastructure network can reduce the costs of installing energy infrastructure in underserved areas and transmission lines in general, and also increase the cost-effectiveness of some renewable energy systems and bio-fuels for transportation sector.

Finally, this development objective has proposed specific targets for its achievement, each one of them associated with a specific output allowing for proper planning and monitoring on the progress in the deployment of this Development Objective and part of the GSDS. The selected targets are shown in the table below:

Table 1 – Targets for Development Objective 3

Relevant Output	Targets
Diversify the energy supply matrix towards low carbon energy	60% installed renewable power capacity by 2030/2039
Improving access to reliable and clean energy services for all	Hinterland utilities in the towns of Mabaruma, Lethem, Bartica and Mahdia can provide 24-hour electricity supply to customers by 2025 using solar/hydro hybrid systems All 190+ communities (100% of households) in the Hinterland have electricity access ⁷ by 2025
Ensuring security, quality and competitive cost of energy for business growth	99% reliability of supply for the local power sector by 2025
Increasing energy efficiency	750,000 inefficient lights replaced with LEDs by 2039 at public, residential and commercial buildings Energy efficiency building code adopted by Guyana by 2021 7000 interventions annually (60 newspaper ads printed, 60 TV ads and 615 radio ads broadcasted, 5000 brochures printed, 1000 booklets printed, 100 posters printed, 60 infomercials and 50 documentaries broadcasted, 5 seminars/workshops and 50 presentations to schools, ministries, agencies and private sector)
Promote the use of low carbon fuels for sustainable transportation	A Compressed Natural Gas Vehicles (CNGV) penetration of 3% of registered vehicles in 2035 (assuming a base case scenario) An electric vehicle penetration of 1.5% in 2035 (assuming a base case scenario)
Develop the oil and gas sector for export and domestic use	Sale of electricity to neighbor countries such as Suriname and Brazil from natural gas (by 2028) then hydropower (by 2039). Use of proceeds for investments to develop the Energy sector, particularly for hydropower development.

⁷ Electricity access meaning able to power lights and electronics with small loads (approximately 750 W per household for an estimated 25,000 consumers).

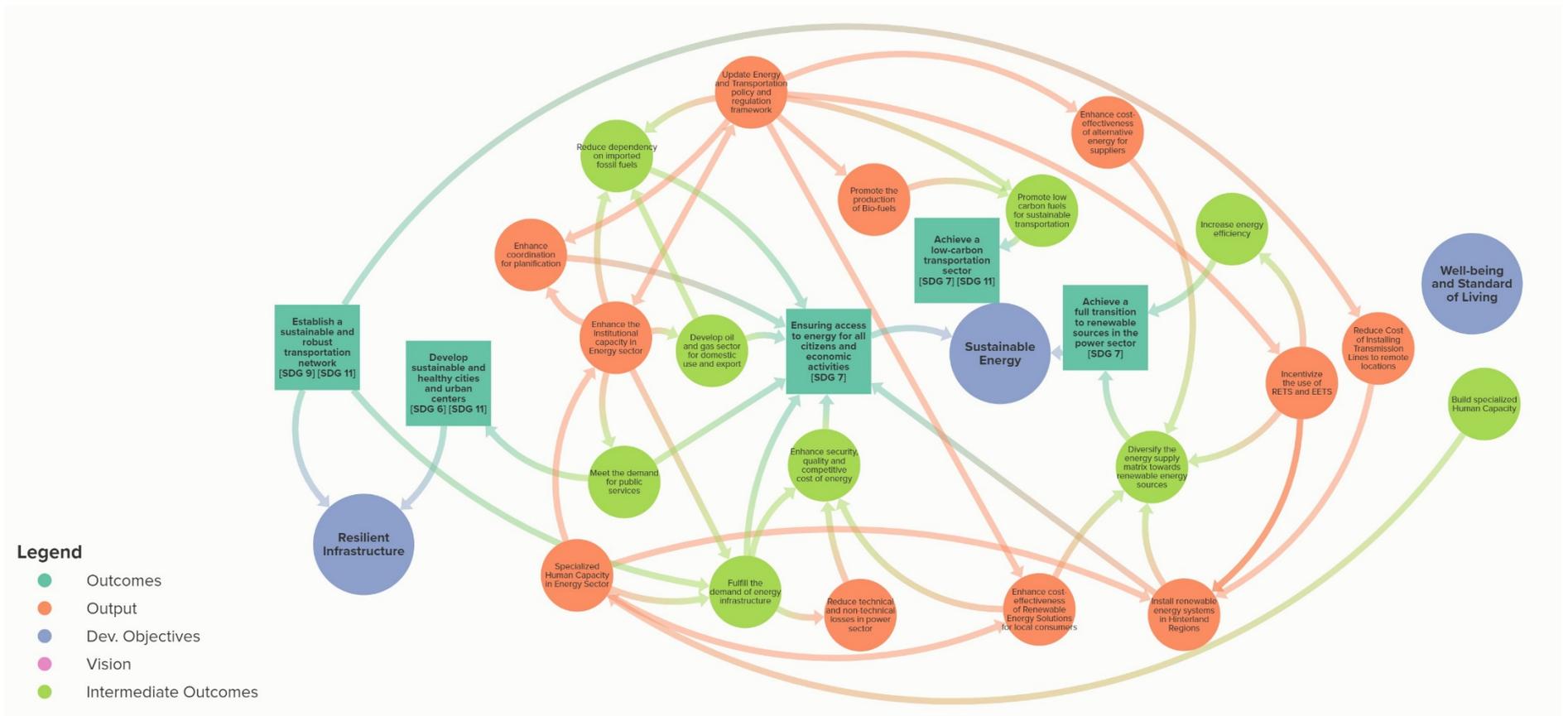


Figure 5: Structure for The Theory of Change of Development Objective 3 of the GSDS

4. DO 4 – “Develop resilient and sustainable infrastructure that can sustain increased economic activity, improved livelihoods and better quality of life”

As evidenced by its link to previous objectives, infrastructure is a key factor for achieving economic development and its associated benefits. At the same time, it can also become an increasingly important cause of environmental degradation, conflict and risk, which speaks to the relevance of including a thoughtful analysis as part of an infrastructure deployment strategy. In addition, the growing pressure from other factors such as climate risk and urbanization, will demand a strengthening of the existing infrastructure in order to sustain a good quality of life. This Development Objective aims to develop infrastructure that can be used to increase the economic growth of Guyana but in a way that is consistent with the prevention of environmental degradation and resiliency in the face of increased climate risks. The construction of infrastructure – both at rural and urban levels – aims to include a participatory and balanced approach that can enable the necessary connectivity and growth, while also enabling better living conditions and well-being. The outlined outcomes for this objective are the following:

- **Deploy resilient coastal infrastructure:** Guyana’s particular climate risk exposure is an aspect that will greatly affect coastal cities and infrastructure. As a result, the deployment of resilience mechanisms as part of the construction and utilization of coastal infrastructure, as well as ensuring active involvement of stakeholders, will become imperative, particularly for critical infrastructure or locations. Some of the most relevant outputs for this outcome are associated with the well-planned development of ports and docking facilities which involve not only proper land use planning strategies to maximize their impact in enhancing economic activities, but also integrate elements of adaptation and resilience to increase their own sustainability and the surrounding areas. In fact, this outcome is heavily associated with the DO2, as the development sustainable coastal infrastructure can serve as an interesting catalyst of other interventions that can enhance coastal protection and restoration as part of large infrastructure development.
- **Establish a sustainable and robust transportation network:** Physical connectivity through national and regional networks of roads are part of an optimal environment for economic growth. Simultaneously, road deployment could bring forth an increase in environmental damage and conflict – particularly outside urban areas if additional elements, such as proper land use planning, are not considered. Achieving this outcome would involve not only developing new networks of roads and infrastructure to connect citizens and economies, but also the maintenance of the existing infrastructure, which involves implementing and updating an effective monitoring system of existing infrastructure and maintenance plans. As was mentioned before, this output is heavily related to many of the previous development objectives, as the presence of infrastructure to increase connectivity can lead to access to new markets, enhance economic activities and reduce costs in the provision of some services such as energy.
- **Develop sustainable and healthy urban centers:** The development of urban infrastructure is critical to provide not only opportunities for economic development, but also because they shape the experience and well-being of its citizens in different ways, from the provision of public services such as water and sanitation, to the presence of specific features of the built environment like parks and recreational centers. In this sense, some of the most relevant outputs involved in developing sustainable and healthy urban centers are: enhancing the provision of reliable municipal centers in urban areas; meeting the demand of public services – through the development of the necessary infrastructure and services; and developing building codes and

regulation associated with the provision of public services and properly enforcing them. Most of the mentioned outputs rely heavily on sufficient levels of institutional and human capacity, which can lead to increased levels of institutional coordination and more effective development of norms and regulation in the public sector, as well as properly trained professionals involved in the actual construction of the required infrastructure.

5. **DO 5 – “Achieve an appropriate standard of living and well-being through inclusive education, health, security and social protection and social empowerment of women, youth, indigenous communities and vulnerable groups.”**

Public services such as health, education and social protection are of paramount importance for personal development of every citizen of Guyana, as well as providing enabling conditions for the expected economic growth of the country. These elements are of great relevance for vulnerable populations such as women, youth and indigenous communities, that face higher levels of risk and additional barriers to inclusion in existing services and environments. This objective aims to address these challenges by achieving an appropriate standard of living and well-being through the provision of public services – education, health, social protection and security – considering the levels of access and quality of these services, as well as their adequacy and inclusivity to vulnerable populations. In addition, the empowerment and social integration of minorities and vulnerable populations, such as women, youth and indigenous people is also a relevant component of this objective, positively impacting social cohesion and increased well-being of the citizens of Guyana. The outlined outcomes for DO 5 are the following:

- ***Provide access to access to quality and integrated health system:*** The provision of integrated health systems - that includes health care treatment, prevention of non-communicable diseases, as well as mental health - is a key aspect of this objective as it helps citizens, particularly the most vulnerable, to develop their potential, improve their livelihoods and overall well-being. The most relevant outputs for this outcome include: The provision of sufficient and connected health infrastructure for treatment of physical and mental health, as well as the fulfillment of the operational capacity required to provide access to health prevention, treatment and promotion. In addition, the decentralization of health services, in relation to both capacity and infrastructure, can help different levels of government to contribute to increase the access to health services for the citizens in their jurisdiction. Finally, the promotion of healthy lifestyles and prevention of non-communicable diseases – through active and educational engagement with citizens to prevent negative health impacts – as well as through rapid response in case of disasters, can create a positive impact in achieving this outcome as it would reduce the incidence of unhealthy conditions such as extreme obesity and substance abuse.
- ***Reduce inequalities and empower citizens:*** Empowerment of citizens and reduction of inequalities are key aspects of the strengthening of social cohesion and reduction of social vulnerability, not only providing an opportunity to close the gap in opportunities and well-being to the most vulnerable citizens, but also strengthening the democratic process of active participation and engagement in the decision-making process. Some of the most important outputs to achieve this outcome include the provision of sufficient social security measures – through the improvement of the delivery mechanisms used in their deployment, an increase in the relevance of Social protection in the public sector, as well as the number of personal involved in the sector, and the implementation of measures to reduce the inequalities of access to services from particularly vulnerable populations. In addition, Enhancing the inclusion and empowerment of minorities and vulnerable populations - through an increase in their participation in the decision-making process associated with their communities, as well as a reduction in negative environmental conditions such as violence and insecurity – would significantly increase the representation in the democratic process, reduce potential conflicts in controversial situations and overall increase social cohesion through a stronger sense of participation. Finally, the development of educational programs

tailored towards vulnerable individuals – such as people with disabilities - can enable them to improve their well-being and contribute to the growing economy of the country, while reducing the inherent inequities they face in their daily lives.

- *Provide quality and integrated education for all citizens:* Education at all levels is one of the most important drivers for human development and the reduction of inequalities, as it facilitates social inclusion, mobility and training that can lead to higher living standards and well-being. As mentioned before, this particular outcome is the one with more linkages with other outcomes and objectives as it includes aspects of vocational and technical training. The most relevant outputs of this objective include increasing the quality of education levels through an increase in the performance at the NGSA evaluation, which could be achieved by an increase in the number and quality of teachers in educational centers. In addition, enhancing access to schools in the hinterlands and other underserved areas – also through an increase in the number of available teachers, as well as the provision of better connectivity and educational infrastructure – is a significant aspect that can provide benefits in both access to education and reduction of inequalities.

Finally, as was seen before, building specialized human capacity will be a significant factor to achieve all the development objectives, as professional and technical experts will be needed in different sectors, across levels of government, as well as in the private sector. Building human capacity will involve enhancing the access of citizens and youth to tertiary education, as well as the strengthening of vocational and technical education in prioritized sectors. These outputs will also require a significant level of institutional capacity in the education sector itself, which can update relevant policies and enhance the coordination of educational efforts across all levels of education (Primary, Secondary and Tertiary) and levels of government.

