PDCs trained in monitoring and evaluation of local development initiatives	held with civil society organizations						
- 75% of Parish Safety Committee members enrolled in urban violence on-line course							
- 75% of Parish Safety Committee members enrolled in Safety Audit training at UTECH							
Related CP outcome: Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity							
Output 2: Development of local authority level mechanism under the Crime Prevention & Community Safety Branch	**1. Activity Result:** Formulation of and implementation of action plan for provision of operational support to PSC. - Conduct discussions among MDAs about action plan - Implementation of action plan	X	X	X	DGTTF	Local Consultants	8,000
						Training, Workshops, Conferences	2,000
						Travel	1,000
Baseline: Local forums are needed to effectively coordinate civil society and government planning and actions on citizen security at the local level. Additionally there is no widely accepted template for parish safety planning. Many of the plans currently being developed do not include							

	2. Activity Result: Training of Parish Safety Committee members and Parish Safety Committee Coordinators in use of parish safety plan template										
rigorous risk factor analysis.											
Indicators:											
- # of parish councils with fully constituted and operational Parish Safety Committees										Training, Workshops, Conferences	6,000
- % average attendance at PSCs meetings										Local Consultants	4,000
- Level of alignment of the parish safety plan with Vision 2030	X									Travel	1,000
- # of Parish Safety Committee members trained in the use of the parish safety plan template											
- Implementation of training workshops	X					DGTTF					
Targets:											
- Parish Safety Committees in all targeted parishes fully constituted and operational											
- 75% average attendance at PSC meetings											
- 75% of Parish Safety Committee members trained in the use of the parish safety plan template											
- 100% of Parish Safety Committees implementing the parish safety plan template											
Related CP outcome:											
Improved governance and enhanced sectoral and inter-sectoral response to social injustice, instability and insecurity											
SUB-TOTAL YEAR 2											**154,500**
TOTAL											**255,000**

PRODOC: Enhancing Civil Society Participation in Local Governance for Community Safety

VII. MANAGEMENT ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The project will be implemented by the Department of Local Government of the Office of the Prime Minister. The CPCS Unit of MNS, SDC, NAPDEC, the CSS Branch of JCF and ALGA will be the key supporting partners.

The usual decision-making authority for the progress of the project, approval of periodic reports and workplans will rest with the Project Board which, in compliance with UNDP regulations, will be comprised of the UNDP (Project Executive), DLG (Senior Supplier) as well as MNS and PIOJ (Senior Beneficiaries).

The Project Board will meet quarterly to review the progress of the project, determine whether the project products meet the set quality standards and approve proposed work plans.

The detailed work planning will take place quarterly, prior to the meetings of the Project Board, in a Stakeholder Committee of project partners, who will determine the details of how they will implement the required work under the proposed quarterly and/ or annual workplans. This will also be a technical forum for improved collaboration and co-ordination of the efforts of the partners.

The role of the Department of Local Government as implementing partner will be to:
1. Provide a secretariat for the co-ordination of the project activities
2. Submit quarterly and annual progress and financial reports to UNDP
3. Convene meetings of the Stakeholder Committee
4. Disburse funds to responsible parties

The role of the Ministry of National Security will be to:
1. Ensure coherence of the project with the Crime Prevention and Community Safety Strategy
2. Lead in the production of the template for Parish Safety Plans
3. Lead in the production of Terms of Reference for the Parish Safety Committees
4. Oversee the post-project implementation of Parish Safety Plans

The role of the Planning Institute of Jamaica will be to:
1. Ensure coherence of the project with the Community Renewal Programme
2. Convene the stakeholder MDAs to finalise decisions on the selection of parishes to be assessed, where parish safety committees will be established and on the placement of Parish Safety Committees within the local government framework

The role of the National Association of Parish Development Committees will be to:
1. Engage DACs, CDCs and other civil society groupings in the selected parishes/ municipalities to promote the objectives of the project

2. Advise project partners on the best means of fully incorporating civil society into the establishment of parish safety committees and formulation of parish safety plans
3. Engage in public communication in the selected parishes/municipalities on the establishment of PSCs and formulation of Parish Safety Plans

The role of the Social Development Commission will be to:
1. Provide parish profiles of the selected local authorities participating in the project
2. Support the capacity-assessment and capacity-building of selected local authorities

The role of the Community Security and Safety Branch of the Jamaica Constabulary Force (JCF) will be to:
1. Engage Divisional Commanders in the establishment of parish safety committees in the selected parishes
2. Assist with the provision of data to SDC for the formulation of parish profiles for the selected local authorities

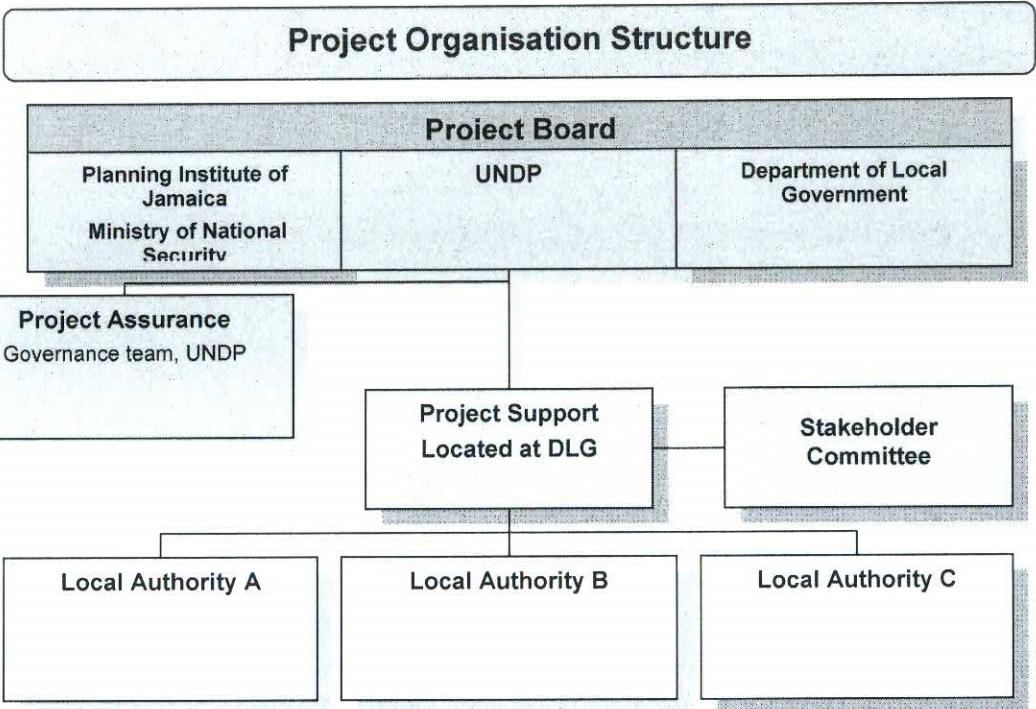**The role of the Association of Local Government Authorities will be to:**
1. Advocate for the project with councillors in the selected local authorities
2. Provide advice on the appropriate location of the parish safety committees within the local government structure
3. Provide information to support the conduct of the capacity assessment of selected local authorities

The role of UNDP JA will be to provide quality assurance and technical support in the implementation of the project through:
1. Verifying and updating the capacity assessment of the key implementing partner
2. Disbursing funds to the implementing partner, subject to the usual UNDP regulations of expenditure of at least 80% of the previous advance and approval of the report for the previous quarter or year by the Project Board.
3. Monitoring the progress of the project in compliance with UNDP procedures
4. Relaying necessary reports to the primary donor, the DGTTF, in compliance with its time and format requirements.
5. Formulating and seeking consensus on the Terms of Reference for the Stakeholder Committee working with the project

The role of UNDP RBLAC Capacity Development Unit will be to provide quality assurance and technical support in the implementation of the project through:
1. Providing technical expertise relevant to the conduct of the capacity assessment and development of capacity-building plan for selected local authorities

Project Organisation Structure

Project Board

Planning Institute of Jamaica Ministry of National Security	UNDP	Department of Local Government

Project Assurance
Governance team, UNDP

Project Support
Located at DLG

Stakeholder Committee

Local Authority A	Local Authority B	Local Authority C

VIII. MONITORING FRAMEWORK AND EVALUATION

Please refer to the <u>Deliverable Description</u> to complete this component of the template.
Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

<u>Within the annual cycle</u>

➤ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➤ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

➤ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➤ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➤ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➤ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

<u>Annually</u>

➤ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➤ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

➤ **Project Evaluation**: as mandated by the DGTTF, the project will be evaluated after the end of its implementation by a local consultant. The project evaluation will assess the efficiency and effectiveness of the project in achieving its intended results.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Development of local authorities' and civil society organisations' capacity to promote and secure participatory governance		
Activity Result 1 **Monitoring and work planning of project activities** **(Atlas Activity ID)**	*Work planning of project activities*	Start Date: May 1, 2011 End Date: March 31, 2013
Purpose	*To support effective implementation and reporting on project activities*	
Description	- Development of TOR for Project Stakeholder Committee - Quarterly meetings of Project Stakeholder Committee - Production of draft quarterly and annual work plans - Field visits and monitoring - Quarterly and annual reporting - Project audit - Project Evaluation	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Work plans must embody results based management approach and	Work plans will be reviewed for compliance with UNDP regulations	Governance team will review work plans upon production prior to submission to Project Board
Reports must be produced in a timely and accurate fashion	Reports will be reviewed for compliance with UNDP regulations	Governance team will review reports upon production, prior to submission to Project Board

OUTPUT 1: Development of local authorities' and civil society organisations' capacity to promote and secure participatory governance		
Activity Result 2 **Capacity Assessment of targeted parish councils** **(Atlas Activity ID)**	*Parish Councils' capacity assessed*	Start Date: July 1, 2011 End Date: September 30, 2011
Purpose	*To identify gaps in capacity for co-ordination of local level citizen security activities, as well as capacity for development planning, evaluation and monitoring in co-operation with civil society*	
Description	- Desk review - Baseline Study - Consultation with key stakeholders	

	- Review of report on capacity assessment of Parish Development Committees		
Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*		**Date of Assessment** *When will the assessment of quality be performed?*
Assessment covers all targeted parish councils	Review against agreed list of parishes to be targeted.		Upon submission of report of capacity assessment
Assessment complies with UNDP policy on Capacity Development	Review against UNDP CD policy		Upon submission of report of capacity assessment

OUTPUT 1: Development of local authorities' and civil society organisations' capacity to promote and secure participatory governance

Activity Result 3 **Development of capacity building plan addressing gaps in targeted parish councils** **(Atlas Activity ID)**	*Development of capacity building plan*		Start Date: July 1, 2011 End Date: October 31, 2011
Purpose	*To support more effective co-ordination of local level planning and co-ordination of citizen security efforts*		
Description	- Analysis of findings of Desk Review and Baseline Study - Formulation of action plan - Costing of plan		
Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*		**Date of Assessment** *When will the assessment of quality be performed?*
Level of involvement of key stakeholders in consultation on plan	Review against list of key state, local government and civil society stakeholders		Upon submission of report of capacity building plan
Plan complies with UNDP policy on Capacity Development	Review against UNDP CD policy		Upon submission of report of capacity building plan

OUTPUT 1: Development of local authorities' and civil society organisations' capacity to promote and secure participatory governance

Activity Result 4 **Implementation of capacity building plan addressing gaps in targeted parish councils** **(Atlas Activity ID)**	*Implementation of capacity-building plan*		Start Date: November 1, 2011 End Date: December 31, 2012
Purpose	*To support more effective co-ordination of local level planning and co-ordination of citizen security efforts*		
Description	- Engagement between parish councils and Department of Local Government in addressing capacity gaps - Training of parish councils and PDCs in monitoring and evaluation of local		

	development initiatives
	- Training of Parish Safety Committee members in urban violence
	- Training of Parish Safety Committee members in Safety Audits

Quality Criteria	**Quality Method**	**Date of Assessment**
How/ with what indicators will the quality of the activity result be measured?	*Means of verification: what method will be used to determine if quality criteria have been met?*	*When will the assessment of quality be performed?*
Level of involvement of key stakeholders in training	Review enrolment list against list of key state, local government and civil society stakeholders	At the beginning of each course
Incorporation of capacity-building into operational plan of DLG	Review Capacity-Building plan against 2012-13 and 2013-14 Operational Plans of DLG	Upon production of the DLG Operational Plans in December 2011 and December 2012

OUTPUT 1: Development of local authorities' and civil society organisations' capacity to promote and secure participatory governance

Activity Result 5 **Public communication on establishment of parish safety committees prepared and implemented by PDCs** **(Atlas Activity ID)**	*Public communication on PSCs*	Start Date: November 1, 2011 End Date: December 31, 2012
Purpose	*To promote public awareness of and buy-in to local level co-ordination mechanism*	
Description	- NAPDEC 5 year Communication plan completed - Public awareness programme for parish safety committees developed by NAPDEC - Costing completed of public awareness programme for parish safety committees - Public awareness programme implemented	

Quality Criteria	**Quality Method**	**Date of Assessment**
How/ with what indicators will the quality of the activity result be measured?	*Means of verification: what method will be used to determine if quality criteria have been met?*	*When will the assessment of quality be performed?*
Level of outreach to relevant civil society stakeholders and other audiences	Review PSC public awareness programme design, to identify breadth of targeted audiences	At completion of production of PSC public awareness programme
Compliance of Communication Plan with PDC Communication Manual	Review PSC public awareness programme to ensure compliance with PDC Communication Manual	At completion of production of PSC public awareness programme

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 1 **Assessment of any existing local level forums for citizen security** **(Atlas Activity ID)**	*Assessment of Parish Co-ordination Forums*	Start Date: July 1, 2011 End Date: October 31, 2011

Purpose	To support more effective co-ordination of local level planning and co-ordination of citizen security efforts
Description	- Assessment of Parish Disaster Committee model - Assessment of Crime Prevention Committees - Review of Parish Council structure under local government reform

Quality Criteria How/ with what indicators will the quality of the activity result be measured?	Quality Method Means of verification: what method will be used to determine if quality criteria have been met?	Date of Assessment When will the assessment of quality be performed?
Accuracy of data cited in reports	ODPEM, DLG and MNS will assist with assessment of reports for accuracy	Upon production of report

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 2 Sensitisation of elected officials and civil society organisations to actively participate in PSCs (Atlas Activity ID)	Sensitisation of prospective PSC members	Start Date: April 1, 2011 End Date: December 31, 2011
Purpose	To achieve high-levels of strategic support for the establishment and operation of the PSCs	
Description	- Sensitisation session for divisional commanders in parishes targeted for establishment of PSCs - Workshop for elected officials in parishes targeted for establishment of PSCs - Sensitisation of CBOs in targeted parishes by NAPDEC	

Quality Criteria How/ with what indicators will the quality of the activity result be measured?	Quality Method Means of verification: what method will be used to determine if quality criteria have been met?	Date of Assessment When will the assessment of quality be performed?
Accuracy and adequacy of information provided to prospective PSC members	Review of reports of sensitisation session	Upon production of reports of sensitisation sessions

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 3 Decision by MDAs on the local authorities to be established and in which PSCs will be established (Atlas Activity ID)	Selection of participant local authorities	Start Date: April 1, 2011 End Date: June 30, 2011
Purpose	To support feasibility of project implementation	
Description	- Convene stakeholder MDAs to finalise decision on selection of parish/ municipal councils for assessment	

	- Convene stakeholder MDAs to finalise decision on selection of parishes/ municipalities for establishment of parish safety committees	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Inclusiveness of MDA participation in decision making	Review of list of participating MDAs against project stakeholder list	Upon production of reports of MDA meetings

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 4 **Decision by MDAs location of PSCs within the local governance structures (Atlas Activity ID)**	*Decision on PSC location in local governance*	Start Date: April 1, 2011 End Date: June 30, 2011
Purpose	*To support feasibility of PSC establishment*	
Description	- Review of report of Assessment of Parish Co-ordination forums - Convene stakeholder MDAs to finalise decision on location of PSCs within local government framework	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Inclusiveness of MDA participation in decision making	Review of list of participating MDAs against project stakeholder list	Upon production of reports of MDA meetings

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 5 **Formulation and agreement on detailed Terms of Reference for PSC (Atlas Activity ID)**	*PSC TOR*	Start Date: July 1, 2011 End Date: September 30, 2011
Purpose	*To support feasibility of PSC establishment*	
Description	- Draft TOR produced by MNS - Consultation with and approval by MDAs, ALGA and NAPDEC on TOR	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Inclusiveness of MDA participation in decision making	Review of list of participating MDAs against project stakeholder list	Upon production of reports of MDA meetings

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 6 **Formulation and**	*PSC TOR*	Start Date: July 1, 2011

agreement on detailed Terms of Reference for PSC (Atlas Activity ID)		End Date: September 30, 2011
Purpose	*To support feasibility of PSC establishment*	
Description	- Draft TOR produced by MNS - Consultation with and approval by MDAs, ALGA and NAPDEC on TOR	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Inclusiveness of stakeholder participation in decision making	Review of list of participating stakeholders against project stakeholder list	Upon production of reports of stakeholder meetings
Comprehensiveness of TOR	Review of TOR against list of needs for guidance of PSCs	Upon production of Draft TOR

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 7 Formulation and implementation of action plan for provision of operational support to PSC (Atlas Activity ID)	*Operational Support to Parish Safety Committees*	Start Date: January 1, 2012 End Date: December 30, 2012
Purpose	*To support feasibility of PSC implementation*	
Description	- Review TOR of Parish Safety Committees - Review Capacity Assessment of Parish/ Municipal Councils - Review Operational Plans of DLG & MNS re implementation of Crime Prevention and Community Safety Strategy and Community Renewal Programme - Formulate Action Plan for Operational Support to PSCs - Cost Action Plan for Operational Support to PSCs	

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Accuracy of resource data in action plan	Review Action Plan against Capacity Assessment and MDA Operational Plans	Upon production of draft action plan for operational support to PSCs

OUTPUT 2: Development of local authority level mechanism under the Crime Prevention and Community Safety Strategy

Activity Result 8 Training of Parish Safety Committee members in use	*PSC Member training*	Start Date: January 1, 2012 End Date: December 30, 2012

of parish safety plan template (Atlas Activity ID)	
Purpose	*To support feasibility of PSC implementation*
Description	- Review TOR of Parish Safety Committees - Workshops with PSC members in operation of PSCs and use of parish safety plan template

Quality Criteria *How/ with what indicators will the quality of the activity result be measured?*	**Quality Method** *Means of verification: what method will be used to determine if quality criteria have been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Percentage of trainee's recall of main principles of template	Post workshop evaluation	Upon completion of each workshop

IX. ANNEXES

Risk Analysis. Use the standard <u>Risk Log template</u>. Please refer to the <u>Deliverable Description of the Risk Log</u> for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs[4] (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1.   The schedule of payments and UNDP bank account details.

2.   The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3.   The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4.   UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5.   All financial accounts and statements shall be expressed in United States dollars.

6.   If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7.   If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

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[4] For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

(a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for

ANNEX 1: RISK ANALYSIS

Project Title: Enhancing Civil Society Participation in Local Governance for Community Safety **Award ID:** **Date: 18 February 2011**

#	Description	Date Identified	Type	Impact &Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Lack of Political Will Apathy of elected members of	February 18, 2011	Political	- Local Authorities resist to involve civil society organizations in the decision-making process - Local Authorities' lack of enthusiasm P = 3 I = 4	- Involvement of the Minister responsible for Local Government in sensitising local authorities - Full engagement with the Association of Local Government Authorities	DLG			
2	Insufficient resources to implement the Parish Safety Committee's activities	February 18, 2011	Regulatory	- Lack of funding for PSCs - Lack of clear legal status P = 4 I = 2	- Identification of available existing resources during the capacity assessment - DLG to ensure appropriate secondary legislation/ council by-laws drafted to give correct status to PSCs	MNS/ DLG			

#	Risk	Date	Type	Description	Management response	Owner
3	Change in Local Government	February 18, 2011	Political	- New administration might not provide same level of support to project P = 3 I = 3	- Ensure involvement of opposition political parties before and during implementation to get buy-in	DLG
4	Low participation by members in Parish Safety Committee	February 18, 2011	Other	- Partially successful training sessions - Intended catalytic effect of project will be affected P = 3 I = 3	- Organization of meetings with PSC members to seek buy-in - Capacity development of PSCs members through training	DLG
5.	Delay in recruitment of Project Coordinator	February 18, 2011	Organizational	- Human resources processes and procedures delay the recruitment and the implementation of activities P = 3 I = 4	- Implementing Partner to designate an interim alternate to ensure that starting-up activities take place - UNDP to provide support to the Implementing Partner in order to facilitate process	UNDP/ DLG

6.	Partnerships fail to deliver	February 18, 2011	Strategic	- Lack of clarity on responsible parties' role within the project - Responsible Parties' lack of commitment P = 3 I = 3	- Annual Work Plan and Quarterly Work Plans to be developed on a timely fashion - Project Coordinator to ensure proper monitoring of activities - quarterly meetings of project stakeholder committee to re-affirm commitment of partners	DLG