



JAMAICA

UN
DP

ANNUAL PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	2011		
Project number and title:	Project Number: 00074335 Atlas Award ID: 00059452 Building Civil Society Capacity to Support Good Governance by Local Authorities		
Project Duration:	June 1, 2010 – December 31, 2011		
Donors:	Democracy & Governance Thematic Trust Fund, United Nations Development Programme		
Implementing Partner:	Centre for Leadership & Governance, Department of Government, UWI, Mona		
Responsible Parties:	Office of the Prime Minister, Department of Local Government & The National Association of Parish Development Committees (NAPDEC)		
Overall Project Coordinator:	Professor Trevor Munroe		
Date:	January 9, 2011		
Current year Approved Budget:	US\$115, 942.00		
Total annual advance:	US\$91,190.93	Total annual expenditure:	US\$72,599.92
Annual Delivery:	62.61%		



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I. EXECUTIVE SUMMARY

Achievements

1. Content analysis of Print and Broadcast Media completed
2. Capacity Development Strategy for parish Development Committees completed.
3. Report on PDC Participation in Local Public Accounts Committee completed
4. Communication Plans completed for 10 PDCs.
5. Production of Newspaper Supplement in recognition of Local Government Month, November 29, 2011
6. Activities conducted to mark UN International Anti-Corruption Day, December 9
7. Contract issued to develop NAPDEC Website
8. Contract issued to develop the Course and Training Manual for Media Practitioners on Local Government issues.
9. Capacity Building Workshop for Media Practitioners convened (September 2011)
10. Two Capacity Building Workshop for PDCs convened (September and October 2011)
11. Special Project Meeting held with Secretary/Managers and the Department of Local Government, September 2011

Challenges

1. During 2011 the “unstable and unsettled political environment” identified in previous reports evolved into the second deepest (after 1976/1977) national crisis in governance, faced by Jamaica since its independence in 1962. This crisis framed and impacted not only 2011 but the first half of the project between June and December 2010. The following are main manifestations of this unprecedented crisis:
 - a. State of Emergency (declared 7 days before the inception of the project), extradition of drug kingpin Dudas Coke and violent confrontation between Jamaica’s security forces and armed insurgents leaving over 70 people dead.
 - b. Nationally televised Commission of Inquiry lasting several months into Prime Ministerial misconduct relating to the Manatt-Dudas Affair.
 - c. The calling of unscheduled General Elections and consequential national campaign mobilisation one year before the expiry of the Government’s constitutional term. Thereafter the legal requirement for Local Government elections to be held by March 2012.
 - d. Three Prime Ministers/Heads of Government changed in three months between October and December 2011
 - e. The lowest legislative output in any Parliamentary year since Independence arising from national pre-occupation with the crisis
 - f. Changes in the political directorate and consequent policy uncertainty at the Department/Ministry of Local Government
 - g. The launch of full scale investigation into corruption allegations in all Parish Councils by the Office of the Contractor-General
 - h. Arising from the above manifestation of the crisis was the relegation of local government reforms, including legislation to the lowest priority.
2. Delay in the preparation of Capacity Development Strategy
3. Low response rate to providing data regarding survey on status of the LPACS
4. Inadequate/late submission of communication Plans by PDCs which affects timelines
5. Lack of support and commitment by stakeholders such as PDCs committing to meet to review data and their availability to meet and to attend training.

Lessons Learned

1. Interventions by project leadership at the highest possible level (Prime Minister, Office of the Prime Minister, Minister of Local Government, Chairman of the Association of Local Government Officers) cannot significantly moderate the impact of a national crisis of the deepest magnitude.*
2. Inadequate coordination and poor timing affected the project's ability to deliver on some key outputs
3. Training of PDC members needs to be complemented by training of Parish Councillors
4. Partnership and consensus building with groups and stakeholders with similar interests are critical to the successful implementation of activities.
5. There is need for enhanced administrative/financial support for Parish Development Committees in keeping with the Capacity Development Plan/Strategy.
6. More realistic timelines for project implementation
7. A more formal partnership with the Press Association of Jamaica could have been used to improve project outputs, impact and deliverables.
8. Need for more strategic interventions to facilitate consensus building between all local government stakeholders
9. Maintain communication and linkages with Project Board for technical advice and recommendations for challenges when they arise.

* NOTE

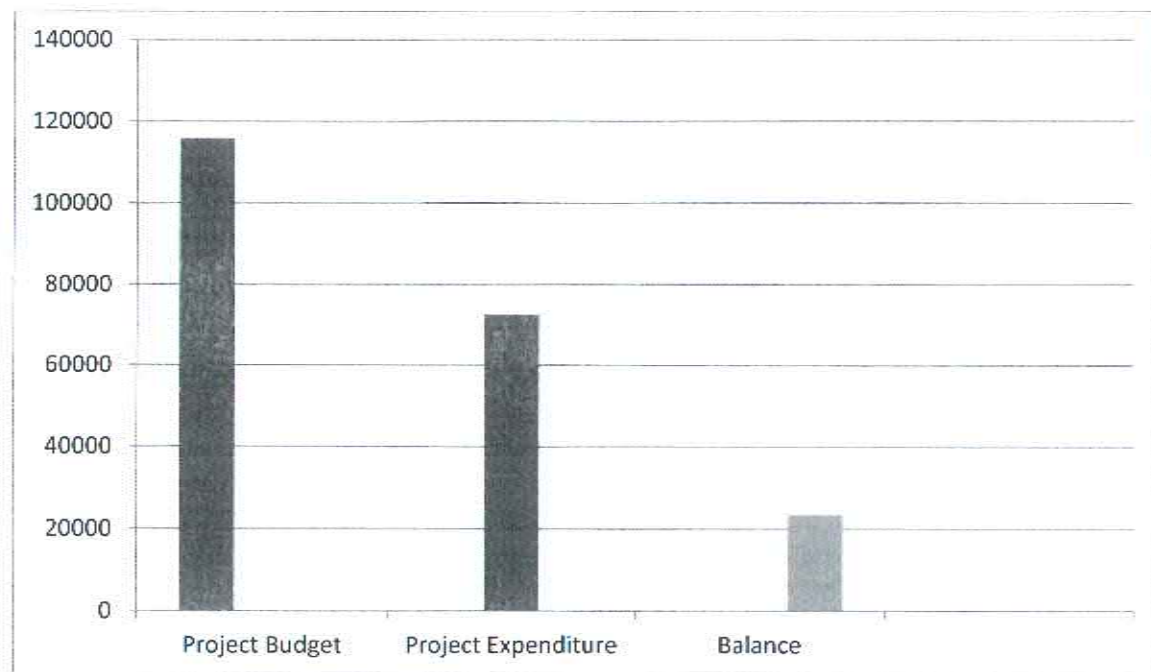
This unprecedented governance crisis by definition, could not have been anticipated and thereby impact the design of the project. Adjustments in management and implementation to cope with the deteriorating situation would necessarily fall short. In this context the performance and achievements of the project were what could have been realised.

Examples:

- The postponement of the agreed and crucial meeting to bring together Mayors and Parish Councillors with the leadership of the PDCs.
- The postponement of the second media practitioners workshop requested as a result of the success of the first
- The complete marginalisation of policy and legislation relating to Local Government Financial Management (Output 2)

II. RESOURCES AND EXPENDITURE/FINANCIAL SUMMARY

RESOURCE AND EXPENDITURE REPORT - 2011						
Donor	Responsible Party	Total Budget (US\$)	Programmable Budget (US\$)	Total Advances to IP (US\$)	Total IP Expenditure US\$	Remaining Funds (US\$) Prog. Budget minus Total Expenditure
DGTF	CLG	US\$115,942.00	US\$115,942.00	US\$91,190.93	US\$72,599.92	US\$23,541.77
Subtotals:						
TOTALS:		US\$115,942.00	US\$115,942.00	US\$91,190.93	US\$72,599.92	US\$23,541.77



III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Output 1</p> <p>Targets/Indicators: Capacities of PDCs developed to ensure financial transparency and accountability of Parish Councils and Municipalities</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of PDC members attending training • Annual Percentage increase in number of PDC members participating in LFAC meeting • Percentage of PDC formulating public communication strategies <p>Targets:</p> <ul style="list-style-type: none"> • A minimum of 350 PDC members receiving training • 50% increase in active participation in LPACs by PDC members • 50% of PDCs 	<p>Activity Result 1 – PDC capacity and participation in LPAC measured</p> <p>1.1 PDC Capacity Assessed</p>	<p>41,442.00</p>	<p>Output 1</p> <p>Q1 - 14,611.81</p> <p>Q2 - 2335.76</p> <p>Q3 - 3701.59</p> <p>Q4 - 6770.97</p> <p>AQ – 27,500.32</p>	<p>The final report on the status of the Local Public Accounts Committees (LPACs) was prepared. This report is to be disseminated to the Parish Councils and Mayors, and will be used as a reference guide for future activity with the LPACs.</p> <p>A Special Project Meeting with Secretary/Managers of the Parish Councils was convened on September 27, 2011. Eight parish councils representing the parishes of St. Elizabeth, St. Ann, St. Thomas, Manchester, Westmoreland, St. Catherine, KSAC and the Portmore Municipality were present. The meeting was complemented by representatives from the DLG, NAPDEC and SDC.</p>	<p>The report is to be disseminated at a Special Project Meeting with Mayors and Local Government Officers as one of the final activities for the project. It is anticipated that the newly appointed Ministers of Government responsibility for Local Government will be present at this meeting.</p> <p>Some Parish Councils shared the challenges they faced and these are documented in the attached notes. One of the main challenges noted was the issue of leadership for the LPACs and PDCs. It was recommended to examine the selection process for key positions (leaders) and the type of leaders that are needed.</p> <p>The SDC informed the meeting that the manual the “Blue Print for Local Governance Structures in Jamaica” is at the final draft stage. The manual covers such issues as leadership selection and it would be useful to share with key stakeholders before wider dissemination.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
formulating public communication strategies	<p>2. Activity Result 2 Design and Implementation of Capacity Development Strategy</p> <p>2.1 Formulate capacity building Strategy</p> <p>2.2 Training in financial transparency and accountability</p> <p>2.3 Training in local governance and decentralization</p>			<p>The Capacity Development Strategy was completed and has been used as a guide for the conducting of technical Capacity Building Workshops for Parish Development Committees and key stakeholders such as the media.</p>	<p>The tangible items identified in the Strategy will be prioritised and opportunities for funding beyond the scope of the project explored.</p>
<p>2. Activity Result 2 Design and Implementation of Capacity Development Strategy</p> <p>2.1 Formulate capacity building Strategy</p> <p>2.2 Training in financial transparency and accountability</p> <p>2.3 Training in local governance and decentralization</p>				<p>Three capacity building workshops were held on April 28, September 29, and October 6, respectively in 2011 with representation from all parishes.</p> <p>The workshops included presentations on Building Civil Society, Strengthening PDCs & Supporting Local Governance, Accounting & Financial Management for Parish Development Committees, Achieving Legal Status for Parish Development Committees</p> <p>At the end of the workshops, these PDCs had a greater understanding of their role in the process of local governance, and were taught techniques for reviewing Parish Council accounts and financial</p>	<p>Overall 168persons received training:</p> <p>64 - April 28 48 - September 29 56 - October</p> <p>The presenters were Prof, Trevor Munroe, Mrs. Ethlyn Norton-Coke and a representative from the Registrar of Companies.</p> <p>This Activity Result is now completed.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
	<p>3. Activity Result 3 Public awareness of NAPDEC role increased</p> <p>3.1 Communications Strategy Developed</p> <p>3.2 Advocacy on the roles and functions of NAPDEC. This will constitute on air coverage of interviews with PDCs and NAPDEC at least twice per month.</p>			<p>Eight out of thirteen PDCs have formulated Communication Plans which will be utilised in promoting the work of the PDC and as a tool to leverage resources.</p> <p>A contract was issued to Interline Communications to develop and install a website for the National Association of Parish Development Committees.</p> <p>A Newspaper Supplement was published on November 29th in the Daily Gleaner as a promotional tool for the National Association of Parish Development Committees. The publication generated national interest and assisted in sensitising the public about the role of NAPDEC and the importance of reform for the local governance process. The publication coincided with commemorative activities for Local Government Month.</p> <p>The NAPDEC benefitted from radio interviews on NewsTalk 93 Fm resulting from the Swearing-In Ceremony of the Chairman of NAPDEC as Custos of the parish of Clarendon.</p>	<p>Revisions are still needed for the St. Ann and Hanover Communication Plans, however this will not be completed under this project.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
				Additional air time was given to NAPDEC on Nationwide News Network as part of an Outside Broadcast for activities to mark the UN International Anti-Corruption Day on December 9.	
	<p>4. Activity Result 4 Monitoring and Work planning of activities</p> <p>4.1 Stake holder meeting held quarterly</p> <p>4.2 Field site visits</p> <p>4.3 Project Launch</p> <p>4.4 Project evaluation conducted</p> <p>4.5 Project Audit Conducted</p>			<p>Several monitoring and evaluation activities were carried out throughout 2011 as the project team made scheduled site visits across the island to meet with, survey and interview PDC Committees for the completion of the Capacity Development Strategy, Communication Development Plans and the production of the Report on the performance of the Local Public Accounts Committees (LPACs).</p>	<p>While the Project Launch was not conducted, the Project Evaluation and Audit will commence in February 2012.</p>
<p>Output 2 Policy and legislation relating to local government financial management developed</p> <p><i>Baseline: The current laws addressing accountability and transparency in the use of public funds do not</i></p>	<p>1. Activity Result 1 Local Government Financing and Financial Management Act Bill prepared and resubmitted to Parliament for passing.</p> <p>- Meetings held with Parliamentarians and other stakeholders and an increase in advocacy to get approval of Proposed</p>	<p>19,500.00</p> <p>41,442.00</p>	<p>Output 2</p> <p>Q1 – 0.00</p> <p>Q2 – 0.00</p> <p>Q3 – 0.00</p> <p>Q4 – 0.00</p> <p>AQ – 0.00</p>	<p>Regrettably due to several factors this Output was not achieved. Factors which derailed the process included an unstable political environment which prevented non partisan agreements on policy decisions related to Local Government.</p> <p>Some key events which occurred included: the resignation of the Prime Minister; appointment of a new Prime Minister; pending and hosting of</p>	<p>Both political parties have included Local Government in their manifesto and this can be seen as an indication of the political commitment to reform.</p> <p>Funds earmarked for this activity were redirected to complete other project activities.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p><i>adequately define corruption and are weak in areas of enforcement and adjudication.</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - <i>Progress made in finalising policy for Local Government Financing and Financial Management Act.</i> - <i>Progress made in preparing drafting instructions for Local Government Financing and Financial Management Act.</i> - <i>NAPDEC participation in discussion of the proposed Bill, depending on the stage of its development e.g. representation to the Joint Select Committee of Parliament to review the Draft Bill.</i> <p><i>Targets:</i></p> <ul style="list-style-type: none"> - <i>Draft policy for local government financing prepared</i> - <i>Drafting instructions</i> 	<p>Bill.</p> <ul style="list-style-type: none"> - Supporting the Department of Local Government in Drafting Bill. - Contracting and monitoring consultant to draft Bill - NAPDEC representation to the Joint Select Committee of Parliament to review Bill. 			<p>General Elections all resulting in insufficient time to implement this during the project cycle.</p> <p>A Brief has been prepared by NAPDEC outlining the current status of this activity which can be shared with legislators and other stakeholders in the future.</p>	<p>A reputable Consultant was identified and is willing to carry out this task.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p><i>prepared</i></p> <p>- <i>FFM Act Prepared</i></p> <p><i>Related C/P outcome:</i></p>					
<p>Output 3</p> <p>Capacity of Media developed to improve public awareness of local authorities' use of public funds.</p> <p><i>Baseline: Limited media coverage of local government institutions as well as financial transparency and accountability.</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of media houses represented at training - Number of media training institutions providing on-going training in local government. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - A minimum of 5 national and 5 local media houses 	<p>Activity Result 1</p> <p>Media Capacity Increased</p> <p>3.1 Initial and final content analysis of print and broadcast coverage of local authorities activities</p>	<p>19,500</p>	<p>0.00</p> <p>Output 3</p> <p>1st 5204.67</p> <p>2nd 12895.64</p> <p>3rd 14,901.77</p> <p>4th 12,178.19</p> <p>AQ – 45,180.27</p>	<p>The Content Analysis was completed and presented at the Capacity Building Workshop for Media Practitioners on September 10, 2011. The CLG partnered with the Press Association of Jamaica (PAJ) to coordinate the workshop and a request was made for certificates to be presented to participants.</p>	<p>This Output has been achieved by 100% and the PAJ has requested a repeat workshop in rural Jamaica.</p>
	<p>1. Activity Result 1</p> <p>Media Capacity Increased</p> <p>3.2 Training in local governance and decentralization</p> <p>3.3 Training in financial accountability and transparency</p>			<p>This activity was held on September 10 at the Alhambra Inn hotel. There were 16 media practitioners (including 2 freelancers) present from 6 parishes, representing 6 media houses (Gleaner/Power 106 FM, Jamaica Observer, The News (St. Elizabeth), Roots FM, JIS, Public Broadcasting Corporation. The workshop focussed on the topics for both 1.2 and 1.3 – Coverage of Local Government Issues and Understanding Parish Council Accounts.</p>	<p>Based on the successful hosting of this workshop, the Press Association requested an encore of the workshop for Western Jamaica. Regrettably due to the unstable political environment and clash of dates the second staging was not held.</p>
	<p>Activity Result 2</p> <p>Production of Syllabus and Training Manual in Coverage of Local government</p> <p>3.1 Identification of host institutions for on-going</p>			<p>CARIMAC, UWI was selected as the tertiary level institution to provide on-going training as well as to produce and develop the syllabus.</p> <p>The Institution provided a letter of Commitment dated September 8</p>	<p>The Outline of the Manual has been submitted for review and the content writing process is underway.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>represented at training</p> <p>- At least one tertiary level media training institution providing on-going training in local government and public expenditure.</p> <p>Related CP outcome:</p>	<p>training</p> <p>3.2 Identification of consultants to produce syllabus</p> <p>3.3 Development of Syllabus</p> <p>3.4 Addition of Syllabus to institution(s) course content</p>			<p>outlining how CARIMAC will integrate the course into its undergraduate and professional development courses. The course will be delivered in the first quarter of 2012 and will be a new course for students pursuing a BA in Journalism. It will also be offered in the Short Course Programme. The Consultant for the Development of the Manual and Syllabus was also present at the Capacity Building Workshop for Media Practitioners.</p> <p>The Senior Consultant at the D.L.G has accepted the Project's invitation to be a resource person for the development of the Syllabus and Manual. Work on the Syllabus and Manual is now at an advanced stage.</p>	
<p>Total (US\$)</p>		<p>55,000.00</p>	<p>45,180.27</p>		
<p>Balance Remaining as at December 19, 2011 (US\$)</p>		<p>\$115,942.00</p>	<p>\$72,680.59</p>		
<p>Commitments as at December 19, 2011 (US\$)</p>		<p>\$43,261.41</p>			
<p>Commitments as at December 19, 2011 US\$</p>	<p>J\$1,218,756</p>				

4 IMPLEMENTATION CONSTRAINTS/CHALLENGES, RISKS, LESSONS LEARNT & RECOMMENDATIONS

Implementation Constraints/Challenges	Significance	Response/Action
Unstable political environment/national crisis of monumental proportions	HIGH	Postponement and eventual cancellation of some project activities due to governance crisis including the changing of 3 Prime Ministers in 3 months and holding unscheduled General Elections.
Inadequate coordination and poor timing affected the project's ability to deliver on Output 2 Government Financing and Financial Management Act revised and ready for submission to Cabinet	Medium	Insufficient time was allocated for the revision of this Act and the consensus building efforts which should have preceded it.
Training of PDC members <u>needs</u> to be complemented by training of Parish Councillors as this may affect the sustainability of the initiatives of the PDC and the proper use of knowledge garnered through this project.	HIGH	
Risks	Significance	Response/Action
Unsettled and unstable political environment which affects consensus on government priorities	CRITICAL	On-going dialogue/meetings with the Department of Local Government, the Prime Minister, and other political directorate to get buy-in of Project initiatives and expected outputs so as to ensure sustainability of these organisation and the activities after the project.

LESSONS LEARNT AND RECOMMENDATIONS:

1. Interventions by project leadership at the highest possible level (Prime Minister, Office of the Prime Minister, Minister of Local Government, Chairman of the Association of Local Government Officers) cannot significantly moderate the impact of a national crisis of the deepest magnitude.*
2. Inadequate coordination and poor timing affected the project's ability to deliver on some key outputs
3. Training of PDC members needs to be complemented by training of Parish Councillors
4. Partnership and consensus building with groups and stakeholders with similar interests are critical to the successful implementation of activities.
5. There is need for enhanced administrative/financial support for Parish Development Committees in keeping with the Capacity Development Plan/Strategy. Increased administrative and financial support will allow improved roll out of governance activities at the local level.
6. More realistic timelines for project implementation complemented by re-ordering the sequencing of key activities so that those requiring greater coordination and effort begin earlier in the project cycle.

7. A more formal partnership with the Press Association of Jamaica could have been used to improve project outputs, impact and deliverables. For example while the Project provided training for media practitioners, the PAJ could have benefitted from improved contact and direct interface with Parish Councils/DLG and NAPDEC.
8. Continued advocacy and strategic meetings are needed to overcome distrust and build confidence among Mayors, Parish Councillors, NAPDEC and other local government stakeholders; general consensus building is needed.
9. Maintain communication and linkages with Project Board for technical advice and recommendations for challenges when they arise.
10. Need for more strategic interventions to facilitate consensus building between all local government stakeholders

*** NOTE**

This unprecedented governance crisis by definition, could not have been anticipated and thereby impact the design of the project. Adjustments in management and implementation to cope with the deteriorating situation would necessarily fall short. In this context the performance and achievements of the project were what could have been realised.

Examples:

- The postponement of the agreed and crucial meeting to bring together Mayors and Parish Councillors with the leadership of the PDCs.
- The postponement of the second media practitioners workshop requested as a result of the success of the first
- The complete marginalisation of policy and legislation relating to Local Government Financial Management (Output 2)

5 PARTNERSHIPS AND SUSTAINABILITY

Partnerships	Impact on/Contribution to Project Activities
University of the West Indies	The UWI provides the administrative structure which supports the Project. However there are challenges due to the magnitude of projects and volume of work generated by the organization. This has resulted in lengthy delays for the processing of payments to suppliers which hurts the reputation of the Centre for Leadership & Governance and the UWI. In the future consideration could be given for an Accounting Officer to give support to the Bursary and Special Projects Units for matters pertaining to the Project.
CARIMAC, UWI	The partnership with CARIMAC provides an opportunity for the project to reap sustainable rewards well into the foreseeable future through the output of curriculum development, and the twinning of academia with technical practitioners. The main challenge is insufficient time allotted for the development of the curriculum.
Social Development Commission	The SDC is a vibrant contributor to the implementation of the project and lends technical and human resource support at project activities. Its presence at workshops and trainings also enhances the profile and gives further credence to the work of Local Government Reform.
Ministry of Local Government	The MLG has continuously extended an invitation to discuss the policy issues that affect the Local Government Reform process. The partnership allows the project to interface with Mayors, Parish Councillors and other local government officers from a position of authority which could not have been legitimately displayed without the support of the MLG.
National Association of Parish Development Committees (NAPDEC)	NAPDEC continues to contribute its ability to stabilize parish development committees and on the ground support for the process of local government reform. This partnership has produced many examples of building civil society capacity to support good governance by local authorities.
Press Association of Jamaica (PAJ)	Through training and facilitating news coverage of local government happenings the PAJ and the Project are mutual beneficiaries. Having trained and sensitized media practitioners, the project has made a long term long investment to improve the coverage of local governance issues as well as enjoin a new partner for advocacy for the reform process.
National Integrity Action Limited (NIAL)	The NIAL partnered with the project to mark the celebration of International Anti – Corruption Day. Although a one off activity, NAPDEC now has another partner to help in its advocacy for good governance through the process of local government reform. This will be particularly useful in improving the performance of the Local Public Accounts Committees.
Individual Champions	It is important to mention individuals with whom a partnership has involved for the execution of project activities. The project has been enhanced by the quality of presenters for capacity building workshops, seminars and presentations. These individuals are experienced technocrats and professionals who share credible information and insight in the activities of the local government reform process. Partners who should be mentioned are: Prof. Trevor Munroe, Project Coordinator; Mr. Byron Buckley, Assistant Editor – Jamaica Gleaner; Mrs. Ethlyn Norton-Coke, Tax Consultant.

SUSTAINABILITY

The avenues for sustainability after the end of project are via the following mechanisms/partnerships:

1. CARIMAC through the development of a course for media practitioners on the Coverage of Local Government Issues.
2. The Ministry of Local Government and the Social Development Commission through the training of Mayors, Parish Councillors and other Local Government Officers.
3. Call to advocacy for the National Association of Parish Development Committees to lobby for the Financial Management Act and to have representation on the Joint Select Committee of Parliament for the review of the Act.

Annex 1: Annual Work Plan 2012

Expected Outputs (including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
<p>Output 1</p> <p><u>Targets/Indicators:</u></p> <p>Output 1 Capacities of the Parish Development Committees (PDCs) developed to ensure financial transparency and accountability of Parish Councils and Municipalities <i>baseline: insufficient technical knowledge of members of PDCs of financial transparency and accountability</i></p> <p><u>Indicators:</u> - Number of PDC members attending training - Annual percentage increase in number of PDC members participating in LC meeting</p>	<p>Main Activity Description</p> <p>Activity Result 1 PDCs Capacity and participation in LPACs assessed</p> <ul style="list-style-type: none"> ▪ PDCs Capacity Development Strategy Document disseminated to key stakeholders ▪ Report on the LPACs to be disseminated to key stakeholders including the DLG, Parish Councils, Secretary/Managers, SIC, NAPDEC 			X	<p>CLG DLG</p>	<p>DGTTT</p>	<p>71400 Contractual services – Ind</p> <p>72800 IT equipment</p> <p>71600 Travel</p> <p>72400 Communication</p>	<p>0.00</p> <p>0.00</p> <p>0.00</p> <p>0.00</p>

Expected Outputs (including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
-Definition and structure of PDC formulated -Percentage of PDCs formulating public communications strategies; Targets: - A minimum of 350 PDC members receiving training - 50% increase in active participation in LPACs by PDC members - 50% of PDCs formulating communication strategies Related CP outcome:	Activity Result 2 Design and implementation of Capacity Development Strategy <ul style="list-style-type: none"> Establishment of website for NAPDHC and training on website Content Management Prioritise Resources Needs from Capacity Development Strategy and identify potential source of funding 							
				X		CLG/NAPDHC	DGTTF	71400 Contractual services – Ind
				X	CLG		72500 Supplies	0.00
							72400 Communications	
							75700 Training, Workshops Conferences	0.00
							71600 Travel	0.00
							72400 Audio Visual & PPC	

Expected Outputs (including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets		
		Jan	Feb	Mar			Budget Description	Amount	
Output 2 Policy and legislation relating to	Activity Result 3 Public Awareness of NAPDEC role increased Activity Result 4 Monitoring and Work planning of activities Contractual Services – Project Associate (\$1,300) - Final Project Review - Donor Report - Support to UNDP accountability assessments External Evaluator (\$12,000) Auditor (\$7,000)	X			CLG	DGTTTF	71400 Contractual Services – Ind	0.00	
								75700 Training Workshops, Conference	0.00
								71600 Travel	0.00
								72400 Communication	0.00
							75700 Training workshops, Conferences	0.00	
							71300 Local Consultants	20,300.00	
							71600 Travel	0.00	
Main Activity Description									

Expected Outputs (including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
<p>local government financial management developed</p> <p><i>Baseline: The current laws addressing accountability and transparency in the use of public funds do not adequately define corruption and are weak in areas of enforcement and adjudication.</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Progress made in finalising policy for Local Government Financing and Financial Management Act. - Progress made in preparing drafting instructions for Local Government Financing and Financial management Act. - NAPDEC participation in discussion of the proposed Bill, depending on the stage of its development e.g. representation to the Joint Select Committee of Parliament to review the Draft Bill. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Draft policy for local government financing prepared - Drafting instructions prepared - FM Act Prepared <p><i>Related CP outcome:</i></p>	<p>Activity Result 1: Government Financing and Financial Management Act revised and ready for submission to Cabinet</p> <p>NO FURTHER IMPLEMENTATION</p>				<p>CLG/DLG</p> <p>DGITF</p>		<p>71400 Contractual Services Ind</p> <p>75700 Training, workshops, Conferences</p> <p>71600 Travel</p> <p>72400 Communications</p>	<p>0.00</p> <p>0.00</p> <p>0.00</p> <p>0.00</p>
Monitoring & Evaluation	Monthly Activities Report							

Expected Outputs (Including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
(Reporting)	Quarterly Report and Work-Plan Update	X			CLG	DGT	71300 Local Consultant	11,300.00
	Annual Project Reporting		X					
Main Activity Description								
Output 3 Capacity of Media developed to improve public awareness of local authorities' use of public funds. <i>Baseline: Limited media coverage of local government institutions as well as financial transparency and accountability.</i> <i>Indicators:</i> - Number of media houses represented at training - Number of media training institutions providing on-going training in local government. <i>Targets:</i> - A minimum of 5 national and 5 local media houses represented at training - At least one tertiary level media training institution providing on-going training in local government and public expenditure. <i>Related CP outcome:</i>	Activity Result 1 Media Capacity Increased Provide training material, and general support for the Training Workshops for Media Practitioners in partnership with the Jamaica Debates Commission (JDC) Support the Public Education Campaign on Local Government issues in partnership with the JDC	X			CLG	DGTTF	71400 Contractual Services- Ind	0.00
							75700 Training, Workshops, Conferences	0.00
							74500 Miscellaneous	0.00
							71600 Travel	
							72400 Communication	0.00

Expected Outputs (including indicators and annual targets)	Planned Activities	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
	Activity Result 2 Production of Syllabus and Training Manual in Coverage of Local Government * Development of Syllabus and Manual by consultants						72400 Communication	0.00
							71300 Local Consultant	0.00
							72400 Audio Visual & PPC	0.00
	SUB – TOTAL							11,300.00
	TOTAL							\$31,600.00

Annex II: Assets Inventory

Project Title:
Award Number: 000
Project Number: 000
Date of Report:





S/N	Country Code	Business Unit	Item Description	Make & Model	Quantity	Location	Tag Number	Date acquired	Value J\$	Custodian	Remarks
Asset Profile 1 - Vehicles											
1	JAM10	B0512	Vehicle								
Asset Profile 2 - Furniture											
5			Furniture or Fixture								
Asset Profile 3 - Electrical											
9			Sharp FO-2080 Digital Multifunctional System	Sharp	1	Centre for Leadership & Governance, UWI, Mona	502414	02-Sep-10	85,000.00		
10			HP ProBook 4425s	HP Probook	1	Centre for Leadership & Governance, UWI, Mona	CNF033 D2R8	26-Oct-10	\$63,858.00		
11			Electrical Sharpener	Dell	1		No. 0702	17-Nov-10	J\$2110.00		
Asset Profile 4 - Heavy Machinery											
13			Heavy Equip. or Generator								
Asset Profile 5 - Non Capitalized Items											
17			Other (less than 1,000 \$)								
20			Other (less than 1,000 \$)								

Project Manager
Date and Signature
[Signature]
March 2, 2012

Programme Officer
Date and Signature
[Signature]
March 2, 2012

Deputy Resident Representative
Date and Signature
[Signature]
4 April 2012

Project Management: Prepared by: <u></u>	Date: <u>March 2, 2012</u>
Approved by: <u></u>	Date: <u>March 2, 2012</u>

UNDP Resource Persons:	Name, Programme Advisor – Governance, E & E, Poverty
	Name, Programme Analyst – Governance, E & E, Poverty

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