

## II. IMPLEMENTATION CONSTRAINTS/CHALLENGES, RISKS, LESSONS LEARNT & RECOMMENDATIONS

Implementation Constraints	Significance	Response/Action
Limited engagement/cooperation from some of the critical partners which vary based on the peculiarities of the respective parishes, especially MDAs.	Medium	The project team recommends that a letter be sent from the Mayors' office for MDA to identify a representative who will be the consistent participant at the PSSC meetings.
Scheduling continued to be a challenge as there are usually 2-3 weeks when the Councils have set meetings. Consequently scheduling of other project activities, outside of the established PSSC in the respective pilot parishes remains a major challenge.	Medium	The Project team continues to work closely with the Secretary Managers and Mayor in arranging suitable dates for project activities.
The Parish Council goes on recess in August. This created a down time for the implementation of project activities, since the PSSC is a Committee of Council and the secretariat is located at the Council.	Medium	Schedule project activities for other months
December was a down time for the Local Authorities since several staff takes their leave during this period. It is also a busy period for Mayors and Councillors with the implementation of Christmas projects. This created a down time for the implementation of project wrap up activities, since the PSSC is a Committee of Council and the secretariat is located at the Council.	Medium	Schedule December project activities mainly for the first two weeks in December.
Lack of consistent participation of some of parish stakeholders resulting in inadequate understanding and failure to follow through at various stages	High	Provide additional training and facilitate focus meetings to respond to specific issues to achieve the necessary results.
Transfer of Local Authorities staff such as Secretary Managers and Director of Planning	Medium	Provide training and one on one meetings with new staff who were not exposed to the PSSM prior.
Risks	Significance	Response/Action
Limited mechanisms to hold local authorities leadership, e.g. Secretary Managers and Mayors - accountable for being proactive in integrating safety & security issues in municipal management	High	Incorporate in performance evaluations requirements and evidence of integrating safety and security in delivery of services and ways in which the PSSC is facilitated in the administration of the parish council
Not enough time to give support to other parishes who are to set up PSSCs as they would not benefit from the extended support when compared to the pilot parishes	High	Manage expectations of their level of response and rate of establishing and implementing initiatives.
Some parishes require support beyond the parish to ensure sustainability.	High	PIOJ spare heading a sustainability plan.
Absence of legislative requirement to compel leadership of key MDAs for sustained proactively involvement in the	High	Have MLG/MNS/PIOJ develop Memoranda of Understanding/Commitment Contracts with



PSSCs		key MDAs Note: this is a "maybe" as this is largely dependent on PIOJ's approach: however, the MLGCSD stands ready
The PSSM is not integrated in the mandate of all the agencies that are required to play a key role in the PSSC. This could possibly affect the sustainability of the mechanism.	High	Continue to advocate to the Mayor and Secretary Managers of the respective parishes to send letters to heads of agencies to identify a representative who will consistently represent that agency at PSSC related activities and meetings.
Due to existing systems and demand on local authorities along with some of the constraints, parishes will require external support and additional oversight to ensure continuity beyond the project period	High	The partners are in the process of developing arrangements for support beyond the project.
Limited administrative support available within the local authorities to respond to the issues emanating from the PSSCs which require follow through within the council.	High	Function is assigned to Director of Planning or Disaster Coordination in respective parishes. However, they have indicated that their workload has been substantially increased.
Safety and security as an important delivery of the local authorities have not yet been integrated into their over-all mission and their respective departments	High	The PSSCs have been advised to set up sub-committees and to engage staff from different units based on the nature of the issue.

**LESSONS LEARNT:**

- Continuous capacity building for Mayors, Councillors, Secretary Managers, representatives from the PDCs and SDC is required to ensure commonality of understanding and streamlining of implementation of PSSCs across the parishes
- Incorporating new functions and new ways of thinking in large operational systems will have buy-in and comprehension from different key actors occurring on a phased basis, therefore adjustments in functions should also occur on a phased basis
- To improve the chance of qualitative input in a new function, qualitative monitoring tools/items should be incorporated in performance assessments
- Respective local authorities evolve and mobilise at varying pace, so some persons will require more capacity building, and more time to get the buy-in to effectively address this variance
- Project time is actually shortened due to major calendar and national events and as such work plans timelines should be extended to make-up for lost time
- Change requires time, especially in relation to mind-sets and traditional approaches in government institutions.
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**III. PARTNERSHIPS AND SUSTAINABILITY**

Partnerships	Impact on/Contribution to Project Activities
A greater cohesion among MNS, MLGCD, SDC, NAPDEC and PIOJ.	The Project partners have been working very closely together and this was very evident during the planning of the sensitisation workshops and other project workshops. The partners not only assisted in the planning of workshops but also played key role in the delivery of workshop content.
New partnership develop	As a result of the project the Ministry in currently in dialogue with representatives from the Citizen and Security Justice Programme (CSJP) as it became evident that such a partnership will serve to strengthen support for the PSSCs.





Annex II: Assets Inventory

Project Title: Enhancing Civil Society Participation in Local Governance for Community Development

Award Number: 00061406

Project Number: 00077769

Date of Report: February 17, 2014

S/N	Country Code	Business Unit	Item Description	Make & Model	Quantity	Location	Serial Number	Date acquired	Value	Custodian	Tag # assigned by MLG
<b>Asset Profile 1 - Vehicles</b>											
1			Vehicle		0						
<b>Asset Profile 2 - Furniture</b>											
2	JAM10	B0512	2 Draw Filing Cabinet		1	MLG		3/11/2011	\$20,500.00	MLGCD	518-DLG-212-351
3			Furniture or Fixture		0						
<b>Asset Profile 3 - Electrical</b>											
4	JAM10		Projector	Epson	1	MLG	PSPK1815990	16/3/2012	\$88,177.00	MLGCD	022-DLG-816-591
5	JAM10		Printer	HP	1	MLG	CNH8C9CQZB	16/3/2012	\$52,500.00	MLGCD	067-DLG-273-818
6	JAM10		Laptop	HP	1	MLG	5CH1330MFO	11/4/2012	\$68,085.11	MLGCD	468-DLG-079-973
7	JAM10		Laptop	HP	1	MLG	5CH1242WTL	11/4/2012	\$68,085.11	MLGCD	016-DLG-097-598
8	JAM10		Digital Camera	Sony	1	MLG	7092762	11/4/2012	\$17,021.28	MLGCD	224-DLG-292-403
9	JAM10		Projector	Epson	1	MNS	PTPK2101114	27/4/2012	\$89,240.82	MNS	MNSHQ7W-13/287/21*
<b>Asset Profile 4 - Heavy Machinery</b>											
10	JAM10		Heavy Equip. or Generator		0						
11	JAM10		Heavy Equip. or Generator		0						
<b>Asset Profile 5 - Non Capitalized Items</b>											
13	JAM10		Other (less than 1,000 \$)		0						
<b>TOTAL</b>									<b>\$403,609.32</b>		

\* Tag # assigned by MNS

**Project Manager**

Robert H.P. Hill

February 17 2014

Signature:

**Resident Representative**

Name:

Date:

Signature:

**UNDP Programme Analyst**

Name:

Date:

Signature:

*Handwritten signatures and dates:*  
 Resident Representative: *ELSIE LAURENCE-CHERRANE*, Date: *15 May 2014*  
 UNDP Programme Analyst: *Haze Gonzalez*, Date: *24 April 2014*



Appendix I: Safety Tips Brochure



Safety Tips  
outside.jpg



Safety Tips  
Inside.jpg

Appendix II: Safety Audit Brochure



Safety Audit  
Outside.jpg



Safety Audit  
Inside.jpg



Appendix III: Safety Audit Checklist Brochure



Safety Audit  
Checklist Outside.jpg



Safety Audit  
Checklist Inside.jpg

Appendix IV: Crime Prevention through Environmental Design Brochure




CPTED outside.jpg



CPTED inside.jpg

**Project Management:** Prepared by: Tanisha Cunningham


Date: February 17, 2014

Signature: 

Reviewed & Approved by: Robert H. P. Hill

Date: February 17, 2014

Signature: 

Received 24 April 2014  


Michelle Laurel  
12 May 2014

