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QUARTERLY PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	January 1, 2012– March 31, 2012		
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 – March 31, 2012		
Implementing Partner:	Centre for Leadership & Governance, Department of Government, UWI, Mona		
Responsible Parties:	Office of the Prime Minister, Ministry of Local Government, The National Association of Parish Development Committees (NAPDEC), Social Development Commission, Caribbean Institute of Media and Communication (UWI)		
Overall Project Coordinator:	Professor Trevor Munroe		
Date:	May 9, 2012		
Current year Approved Budget:	US\$31,600		
Current quarter advance:	US\$0.00	Current qtr exp:	US\$10,212.94
Annual project expenditure to date:	US\$10,212.94	Current Year Delivery to date:	32.31%

I. QUARTERLY SUMMARY OF ACTIVITIES

The following activities were undertaken during the period - January 1, 2012– March 31, 2012

- Development of the manual for journalists on the reporting of local government issues
- Completion of the NAPDEC website and training of PDC members as web administrators
- Hosting of the historic national debate for Local Government elections as well as a capacity building workshop for journalists and civil society stakeholders
- Compilation of Annual Report, Report on ACT 2011 proposal and Project Board Meeting

Cancelled Activities

- Meeting with OCG to discuss support for the LPAC in monitoring the Parish Councils did not materialise
- Consensus building meeting with parish councilors, NAPDEC and other stakeholders

II. RESOURCES AND EXPENDITURE

RESOURCE & EXPENDITURE REPORT BY DONOR – 2012						
DONOR	COMMITTED (US\$) as per the cost sharing	RECEIVED (US\$)	EXPENDITURE (US\$)			Remaining Funds (US\$) Received – Total Expenditure
			Period Prior to [ex.Q1 2012]	[ex.Q1 2012]	TOTAL, i.e. Prior to Q1 + Q1	
DGTF	31,600	23,532	0	10,212.94	10,212.94	21,387.06
(Regular)		0.00	0.00	0.00	0.00	0.00
TOTAL	31,600	23,532	0	10,212.94	10,212.94	21,387.06

AND

PROJECT EXPENDITURE FOR REPORTING PERIOD: QUARTER I– JANUARY – MARCH 31, 2012					
Activity	Requested US\$	Existing Balance	Date Received	Disbursed by IP US\$	Balance US\$
Output 1- Activity Result 1 - PDC capacity and participation in LPACs assessed	0.00 No request was made	387	Nov. 2011	83.14	303.86
Output 1 Activity Result 2 - design and implementation of capacity development strategy	0.00	11,439	Nov. 2011	181.13	11,257.87
Output 1 Activity Result 3 – Public awareness of NAPDEC role increased •Training of NAPDEC in advocacy and Communications Communications • Communications Strategy for NAPDEC developed • Advocacy on the role and function of NAPDEC • Special Project Meeting for Secretary/Managers • NAPDEC Workshop	0.00	3,118	Nov. 2011	2,560.33	557.67
Output 1 Activity Result 4 – Monitoring and work planning of activities	0.00	590	Nov. 2011	0.00	590

PROJECT EXPENDITURE FOR REPORTING PERIOD: QUARTER 1 – JANUARY – MARCH 31, 2012					
Activity	Requested US\$	Existing Balance	Date Received	Disbursed by IP US\$	Balance US\$
Output 2 Activity Result 1 - Legislative Drafting- Government Financing and Financial Management Act revised and ready for submission to Cabinet	0.00 No request was made	12,896		0.00	12,896
Output 3 –Activity Result 1- Media capacity Increased •	0.00 No request was made	12,616	Nov. 2011	388.34	12,227.66
Output 3 – Activity Result 2- Development of Syllabus and Manual		-17,514	Nov. 2011	7,000	-24,514
Total	0.00	23,532		10,212.94	0.00
Cash in hand @ end of reporting period					US\$13,319
Commitments @ end of reporting period Jamaica Debates Commission J\$946,000 LIME J\$4,973 Prof. Harriott J\$550.00					J\$951,523.0



III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>OUTPUT 1: 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 L.PAC 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 L.PACs by PDC members 50% of PDCs formulating public communication strategies 	<p>Activity Result 1 – PDC capacity and participation in LPAC measured</p> <p>1.1 PDC Capacity Assessed</p>	<p>COMPLETED</p>	
	<p>Activity Result 2 – Design and Implementation of Capacity Development Strategy</p> <p>2.1 Design and implementation of Capacity Building Strategy & review composition and definition of PDCs.</p> <p>2.2 Training in Financial Transparency and Accountability</p>	<p>COMPLETED</p>	
	<p>Activity Result 3 – Public Awareness of NAPDEC increased</p> <p>3.1 Communications Strategy developed</p> <p>3.2 Website developed</p>	<p>COMPLETED</p>	<p>Although there are still some modifications to be made to the website, it has already started increase the capacity of NAPDEC and the PDCs</p>
	<p>3.3 Production of a Newspaper Supplement in November as part of Local Government & Community Development Month to support the public communication strategy for NAPDEC</p>	<p>COMPLETED</p>	<p>The website www.napdec.org has been developed and is operational. A demonstration of the website was made to the Board at its quarterly meeting. Feedback was provided to the contractor.</p> <p>The contractor is to incorporate feedback from the Board. Training of PDC web administrators will be conducted upon completion.</p>

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<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 adequately define corruption and are weak in areas of enforcement and adjudication</i></p>	<p>Activity Result 5: Advocacy in strengthening LPACs</p> <ul style="list-style-type: none"> Meeting with OCG for guidelines in civil society participation in LPAC Seek advocacy from OCG in support for the LPAC in monitoring the Parish Councils. Liaise with DLG and have special meeting convened with Secretary Managers to determine why LPAC meetings are not convened Special meeting convene with PDC/NAPDEC to determine why civil society not participating in LPAC. 	<p>These activities were cancelled by the Project Board as due to the change in government and pending local government elections, they would not be feasible. The meeting with local government stakeholders and parish councillors will be managed by the Ministry of Local Government after local government elections.</p>	<p>The cancellation of these activities has not seriously hindered the achievement of the project outputs. The Project Board also received a commitment from the Ministry of Local Government that it will continue to strengthen the partnership between the Local Authorities, Parish Councillors and other stakeholders.</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 adequately define corruption and are weak in areas of enforcement and adjudication</i></p>	<p>Activity Result 1: Government Financing and Financial Management Act revised and ready for submission to Cabinet</p>	<p>The Project Board decided that due to changes in the political environment, it would not be possible in the timeframe remaining on the project to progress on preparing drafting instructions for the Local Government Financing and Financial Management Act.. Funds earmarked for this activity were redirected to complete other project activities.</p> <p>The Brief/Status Update which was prepared by NAPDEC has been shared with the Project Board.</p>	<p>The Status Update which was prepared by NAPDEC will be instrumental as a point of reference for future discussions on the drafting of the legislation.</p>

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>Indicators: □□□□□□□□□□ 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. Targets: -Draft policy for local government financing prepared -Drafting instructions prepared -FFM Act Prepared Related CP outcome:</p>	<p>Activity Result 1 1.1 Training in Governance and Decentralisation and Financial Accountability and Transparency 1.2 Support the JDC proposal by providing training</p>	<p>Workshop held in Mandeville on March 18 with over 25 participants including journalists and civil society from St. Ann, St. Elizabeth, Manchester and Clarendon and the Manchester Chamber of Commerce. Materials developed by the project were used to deliver the sessions The historic local government debate was held at which UNDP</p>	<p>This activity provided further visibility for the project in the public sphere as it utilised material developed by the project. Additionally, it strengthened the relationship between media practitioners and umbrella media groups with the Ministry of Local Government and Local Authorities. The workshop has increased the cadre of</p>
<p>Output 3 Capacity of Media developed to improve public awareness of local authorities' use of public funds. Indicators • Number of media houses</p>			

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>represented at training</p> <ul style="list-style-type: none"> Number of media training institutions providing on-going training in local government. <p>Targets:</p> <ul style="list-style-type: none"> 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. 	<p>material and general support for the Training Workshop for Media Practitioners; support the Public Education Campaign on Local Government issues in partnership with the JDC; support the production of the Regional and National Debates for the upcoming Local Government elections in partnership with the JDC.</p> <p>Activity Result 2: Production of Syllabus and Training Manual in Coverage of Local Government</p> <ul style="list-style-type: none"> Identification of host institutions for on-going training Identification of Consultants to produce syllabus Development of Syllabus Addition of syllabus to institutions' course content 	<p>was one of the named sponsors. The activity generated island wide viewership and high level participation from government and civil society.</p> <p>113 PSAs were aired across 4 radio stations.</p> <p>The revised draft manual was submitted March 16 and feedback provided to the consultant.</p> <p>The final document was submitted April 16 without further amendment.</p> <p>CARIMAC submitted 10 hard copies of the manual for distribution under the project along with 10 CDs containing the manual, Report on the Content Analysis Survey and findings of the Local Public Accounts Committee (LPAC) Survey.</p>	<p>trained Jamaican Journalists who are now better able to cover issues relating to local government.</p> <p>The completed manual has been disseminated to pertinent agencies in both print and electronic formats. The material will be used by the UWI as the syllabus for continued training for Jamaican journalists. It will also be a point of reference for stakeholders in local government.</p>

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

Implementation Constraints	Significance	Response/Action
1. The development of the manual for Jamaican journalists took longer than was anticipated; this was compounded by a change in consultant.	Low	Closer relationship was established with CARIMAC. Final product met expectations.
2. Unavailability of the Project Board to meet at the beginning of the Quarter.	Low	Email communication with partners provided direction for the project. The delay also unexpectedly resulted in the project being available to receive and implement the JDC proposal for local government elections.
3. Delay in processing of payments and completion of financial reports	Low	Closer relationship was established with UWI Bursary. Challenges were communicated to suppliers and the UNDP.
Risks		Response/Action
1. Uncertain political priority/unsettled political situation	Critical	Activities in this quarter were affected by local government elections. The project team engaged with partners across the political divide as a strategy to preserve project achievements. Risk analysis was ongoing.
LESSONS LEARNT:		
<ol style="list-style-type: none"> 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. 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. Two key project examples which demonstrate this are: <ol style="list-style-type: none"> a. The postponement of the agreed and crucial meeting to bring together Mayors and Parish Councillors with the leadership of the PDCs b. The complete marginalisation of policy and legislation relating to Local Government Financial Management (Output 2) 2. The Project Board and Management were able to translate the rhetoric of each political administration and Prime Minister and either mitigate the impact on the project or respond proactively by revising project activities. 3. There was constant risk analysis which allowed the project to devise strategies to problems which emerged especially as it related to the political and governance crises. 4. Commitment of some of the key partners (MLG, NAPDEC, SDC, CARIAMC) which made it possible to navigate and produce deliverables 		

V. PLANNED ACTIVITIES (APRIL 1-30, 2012)

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
Output 1 Capacities of the Parish Development Committees (PDCs) developed to ensure financial transparency and accountability of Parish Councils and Municipalities	1. Activity Result 1 PDCs Capacity and participation in LPACs assessed <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, SDC, NAPDEC 		NAPDEC & CLG	DGTTF	71400 Contractual Services - Ind	0.00
					72800 IT Equipment	0.00
					71600 Travel	0.00
						0.00
	2. Activity Result 2 Design and implementation of Capacity Development Strategy <ul style="list-style-type: none"> Establishment of website for NAPDEC 	X	CLG/ NAPDEC	DGTTF	72400 Communication	
					71400 Contractual Services - Ind	
					72500 Supplies	
					72400 Communication	
					75700 Training Workshops, Conferences	
					71600 Travel	0.00
3. Activity Result 3 Public Awareness of NAPDEC role increased		CLG	DGTTF	71400 Contractual Services - Ind	0.00	
				75700 Training Workshops, Conferences	0.00	

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
					71600 Travel	0.00
					72400 Communication	0.00
					72400 Audio Visual & PPC	
	4. Activity Result 4 Monitoring and Work planning of activities <ul style="list-style-type: none"> - Project Evaluation - Project Auditor - End of Project Reports 	X	CLG	DGTTF	71300 Local Consultants	12,000.00 4,000.00 1,300.00
Output 2 Policy and legislation relating to local government financial management developed.	Activity Result 1: Government Financing and Financial Management Act revised and ready for submission to Cabinet	NO FURTHER IMPLEMENTATION				0.00
Output 3 Capacity of Media developed to improve public awareness of local authorities' use of public funds.	1. Activity Result 1 Media Capacity Increased <i>1.3</i> Support the JDC proposal by providing training material and general support for the Training Workshop for Media Practitioners; support the Public Education Campaign on Local Government issues in partnership with the JDC; support the production of the Regional and National Debates for the upcoming Local Government elections in partnership with the JDC.	X	CLG	DGTTF	71200 Int. Consultant	0.00
					71400 Contractual services Ind	0.00
					75700 Training Workshops, Conferences	10,832.53
					71600 Travel	
					74500 Miscellaneous	0.00
					72400 Communication	68.43

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
	Activity Result 2 Production of Syllabus and Training Manual in Coverage of Local Government <ul style="list-style-type: none"> Development of Syllabus and Manual by consultants 	X			71300 Local Consultant	0.00
					72400 Audio Visual & PPC	0.00
TOTAL						US\$28,200.96

Project Management:
 Prepared by: _____ Jody Grizzle, Project Associate Date: May 9, 2012
 Approved by: _____ Prof. Trevor Munroe, Project Coordinator Date: May 9, 2012



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QUARTERLY PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	January 1, 2012– March 31, 2012		
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 – March 31, 2012		
Implementing Partner:	Centre for Leadership & Governance, Department of Government, UWI, Mona		
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Overall Project Coordinator:	Professor Trevor Munroe		
Date:	May 9, 2012		
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Annual project expenditure to date:	US\$10,212.94	Current Year Delivery to date:	32.31%

I. QUARTERLY SUMMARY OF ACTIVITIES

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- Hosting of the historic national debate for Local Government elections as well as a capacity building workshop for journalists and civil society stakeholders
- Compilation of Annual Report, Report on ACT 2011 proposal and Project Board Meeting

Cancelled Activities

- Meeting with OCG to discuss support for the LPAC in monitoring the Parish Councils did not materialise
- Consensus building meeting with parish councilors, NAPDEC and other stakeholders

II. RESOURCES AND EXPENDITURE

RESOURCE & EXPENDITURE REPORT BY DONOR – 2012						
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(Regular)		0.00	0.00	0.00	0.00	0.00
TOTAL	31,600	23,532	0	10,212.94	10,212.94	21,387.06

AND

PROJECT EXPENDITURE FOR REPORTING PERIOD: QUARTER 1– JANUARY – MARCH 31, 2012					
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Output 1 Activity Result 2 - design and implementation of capacity development strategy	0.00	11,439	Nov. 2011	181.13	11,257.87
Output 1 Activity Result 3 – Public awareness of NAPDEC role increased •Training of NAPDEC in advocacy and Communications Communications • Communications Strategy for NAPDEC developed • Advocacy on the role and function of NAPDEC • Special Project Meeting for Secretary/Managers • NAPDEC Workshop	0.00	3,118	Nov. 2011	2,560.33	557.67
Output 1 Activity Result 4 – Monitoring and work planning of activities	0.00	590	Nov. 2011	0.00	590

PROJECT EXPENDITURE FOR REPORTING PERIOD: QUARTER 1 – JANUARY – MARCH 31, 2012					
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Output 2 Activity Result 1 - Legislative Drafting- Government Financing and Financial Management Act revised and ready for submission to Cabinet	0.00 No request was made	12,896		0.00	12,896
Output 3 –Activity Result 1- Media capacity Increased	0.00 No request was made	12,616	Nov. 2011	388.34	12,227.66
Output 3 – Activity Result 2- Development of Syllabus and Manual		-17,514	Nov. 2011	7,000	-24,514
Total	0.00	23,532		10,212.94	0.00
Cash in hand @ end of reporting period					US\$13,319
Commitments @ end of reporting period					
Jamaica Debates Commission JS946,000					
LIME JS4,973					
Prof. Harriott JS550.00					JS951,523.0

III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>OUTPUT 1: Capacities of PDCs developed to ensure financial transparency and accountability of Parish Councils and Municipalities</p>	<p>Activity Result 1 – PDC capacity and participation in LPAC measured</p> <p>1.1 PDC Capacity Assessed</p>	<p>COMPLETED</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 LPAC meeting • Percentage of PDC formulating public communication strategies 	<p>Activity Result 2 – Design and Implementation of Capacity Development Strategy</p> <p>2.1 Design and implementation of Capacity Building Strategy & review composition and definition of PDC's.</p> <p>2.2 Training in Financial Transparency and Accountability</p>	<p>COMPLETED</p> <p>COMPLETED</p>	
<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 formulating public communication strategies 	<p>Activity Result 3 – Public Awareness of NAPDEC increased</p> <p>3.1 Communications Strategy developed</p> <p>3.2 Website developed</p> <p>3.3 Production of a Newspaper Supplement in November as part of Local Government & Community Development Month to support the public communication strategy for NAPDEC</p>	<p>COMPLETED</p> <p>COMPLETED</p>	<p>Although there are still some modifications to be made to the website, it has already started increase the capacity of NAPDEC and the PDCs</p> <p>The website www.napdec.org has been developed and is operational. A demonstration of the website was made to the Board at its quarterly meeting. Feedback was provided to the contractor.</p> <p>The contractor is to incorporate feedback from the Board. Training of PDC web administrators will be conducted upon completion.</p>

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>Output 2 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 adequately define corruption and are weak in areas of enforcement and adjudication.</i></p>	<p>Activity Result 5: Advocacy in strengthening LPACs</p> <ul style="list-style-type: none"> Meeting with OCG for guidelines in civil society participation in LPAC Seek advocacy from OCG in support for the LPAC in monitoring the Parish Councils. Liaise with DLG and have special meeting convened with Secretary Managers to determine why T.PAC meetings are not convened Special meeting convene with PDC/NAPDEC to determine why civil society not participating in LPAC. <p>Activity Result 1: Government Financing and Financial Management Act revised and ready for submission to Cabinet</p>	<p>These activities were cancelled by the Project Board as due to the change in government and pending local government elections, they would not be feasible. The meeting with local government stakeholders and parish councillors will be managed by the Ministry of Local Government after local government elections.</p> <p>The Project Board decided that due to changes in the political environment, it would not be possible in the timeframe remaining on the project to progress on preparing drafting instructions for the Local Government Financing and Financial Management Act.. Funds earmarked for this activity were redirected to complete other project activities.</p> <p>The Brief/Status Update which was prepared by NAPDEC has been shared with the Project Board.</p>	<p>The cancellation of these activities has not seriously hindered the achievement of the project outputs. The Project Board also received a commitment from the Ministry of Local Government that it will continue to strengthen the partnership between the Local Authorities, Parish Councillors and other stakeholders.</p> <p>The Status Update which was prepared by NAPDEC will be instrumental as a point of reference for future discussions on the drafting of the legislation.</p>

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>Indicators: □□□□□□□□□□ <i>made in finalising policy for Local Government Financing and Financial Management Act.</i> - 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. Targets: -Draft policy for local government financing prepared -Drafting instructions prepared -FFM Act Prepared Related C.P outcome:</p>	<p>Activity Result 1 1.1 Training in Governance and Decentralisation and Financial Accountability and Transparency 1.2 Support the JDC proposal by providing training</p>	<p>Workshop held in Mandeville on March 18 with over 25 participants including journalists and civil society from St. Ann, St. Elizabeth, Manchester and Clarendon and the Manchester Chamber of Commerce. Materials developed by the project were used to deliver the sessions The historic local government debate was held at which UNDP</p>	<p>This activity provided further visibility for the project in the public sphere as it utilised material developed by the project. Additionally, it strengthened the relationship between media practitioners and umbrella media groups with the Ministry of Local Government and Local Authorities. The workshop has increased the cadre of</p>
<p>Output 3 Capacity of Media developed to improve public awareness of local authorities' use of public funds. Indicators • Number of media houses</p>			

Expected Outputs& Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>represented at training</p> <ul style="list-style-type: none"> Number of media training institutions providing on-going training in local government. <p>Targets:</p> <ul style="list-style-type: none"> 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. 	<p>material and general support for the Training Workshop for Media Practitioners; support the Public Education Campaign on Local Government issues in partnership with the JDC; support the production of the Regional and National Debates for the upcoming Local Government elections in partnership with the JDC.</p>	<p>was one of the named sponsors. The activity generated island wide viewership and high level participation from government and civil society.</p> <p>113 PSAs were aired across 4 radio stations.</p>	<p>trained Jamaican Journalists who are now better able to cover issues relating to local government.</p>
<p>Activity Result 2: Production of Syllabus and Training Manual in Coverage of Local Government</p> <ul style="list-style-type: none"> Identification of host institutions for on-going training Identification of Consultants to produce syllabus Development of Syllabus Addition of syllabus to institutions' course content 	<p>The revised draft manual was submitted March 16 and feedback provided to the consultant.</p> <p>The Final document was submitted April 16 without further amendment.</p> <p>CARIMAC submitted 10 hard copies of the manual for distribution under the project along with 10 CDs containing the manual, Report on the Content Analysis Survey and findings of the Local Public Accounts Committee (L.P.A.C) Survey.</p>	<p>The completed manual has been disseminated to pertinent agencies in both print and electronic formats. The material will be used by the UWI as the syllabus for continued training for Jamaican journalists. It will also be a point of reference for stakeholders in local government.</p>	

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT



Implementation Constraints	Significance	Response/Action
1. The development of the manual for Jamaican journalists took longer than was anticipated; this was compounded by a change in consultant.	Low	Closer relationship was established with CARIMAC. Final product met expectations.
2. Unavailability of the Project Board to meet at the beginning of the Quarter.	Low	Email communication with partners provided direction for the project. The delay also unexpectedly resulted in the project being available to receive and implement the JDC proposal for local government elections.
3. Delay in processing of payments and completion of financial reports	Low	Closer relationship was established with UWI Bursary. Challenges were communicated to suppliers and the UNDP.
Risks		Response/Action
1. Uncertain political priority/unsettled political situation	Critical	Activities in this quarter were affected by local government elections. The project team engaged with partners across the political divide as a strategy to preserve project achievements. Risk analysis was ongoing.
LESSONS LEARNT:		
<ol style="list-style-type: none"> 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. 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. Two key project examples which demonstrate this are: <ol style="list-style-type: none"> a. The postponement of the agreed and crucial meeting to bring together Mayors and Parish Councillors with the leadership of the PDCs b. The complete marginalisation of policy and legislation relating to Local Government Financial Management (Output 2) 2. The Project Board and Management were able to translate the rhetoric of each political administration and Prime Minister and either mitigate the impact on the project or respond proactively by revising project activities. 3. There was constant risk analysis which allowed the project to devise strategies to problems which emerged especially as it related to the political and governance crises. 4. Commitment of some of the key partners (MLG, NAPDEC, SDC, CARIAMC) which made it possible to navigate and produce deliverables 		

V. PLANNED ACTIVITIES (APRIL 1-30, 2012)

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
Output 1 Capacities of the Parish Development Committees (PDCs) developed to ensure financial transparency and accountability of Parish Councils and Municipalities	1. Activity Result 1 PDCs Capacity and participation in LPACs assessed <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, SDC, NAPDEC. 		NAPDEC & CLG	DGTTF	71400 Contractual Services - Ind	0.00
					72800 IT Equipment	0.00
					71600 Travel	0.00
						0.00
	2. Activity Result 2 Design and implementation of Capacity Development Strategy <ul style="list-style-type: none"> Establishment of website for NAPDEC 	X	CLG/ NAPDEC	DGTTF	72400 Communication	
					71400 Contractual Services - Ind	
					72500 Supplies	
					72400 Communication	
					75700 Training Workshops, Conferences	
					71600 Travel	0.00
3. Activity Result 3 Public Awareness of NAPDEC role increased		CLG	DGTTF	71400 Contractual Services - Ind	0.00	
				75700 Training. Workshops, Conferences	0.00	

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
					71600 Travel	0.00
					72400 Communication	0.00
					72400 Audio Visual & PPC	
	4. Activity Result 4 Monitoring and Work planning of activities <ul style="list-style-type: none"> - Project Evaluation - Project Auditor - End of Project Reports 	X	CLG	DGTTF	71300 Local Consultants	12,000.00 4,000.00 1,300.00
Output 2 Policy and legislation relating to local government financial management developed.	Activity Result 1: Government Financing and Financial Management Act revised and ready for submission to Cabinet	NO FURTHER IMPLEMENTATION				0.00
Output 3 Capacity of Media developed to improve public awareness of local authorities' use of public funds.	1. Activity Result 1 Media Capacity Increased <i>1.3</i> Support the JDC proposal by providing training material and general support for the Training Workshop for Media Practitioners; support the Public Education Campaign on Local Government issues in partnership with the JDC; support the production of the Regional and National Debates for the upcoming Local Government elections in partnership with the JDC.	X	CLG	DGTTF	71200 Int. Consultant	0.00
					71400 Contractual services Ind	0.00
					75700 Training Workshops, Conferences	10,832.53
					71600 Travel	
					74500 Miscellaneous	0.00
					72400 Communication	68.43

Expected Outputs	Planned Activities	Timeframe 2012	Responsible Party	Planned Budgets		
		April		Source of	Budget Description	Amount
	Activity Result 2 Production of Syllabus and Training Manual in Coverage of Local Government <ul style="list-style-type: none"> Development of Syllabus and Manual by consultants 	X			71300 Local Consultant	0.00
					72400 Audio Visual & PPC	0.00
TOTAL						US\$28,200.96

Project Management:
 Prepared by:  Jody Grizzle, Project Associate Date: May 9, 2012
 Approved by:  Prof. Trevor Munroe, Project Coordinator Date: May 9, 2012