



## QUARTERLY PROGRESS REPORT

<b>Country:</b>	JAMAICA		
<b>Reporting period:</b>	October - December 2011		
<b>Project number and title:</b>	00077769 - Enhancing Civil Society Participation in Local Governance for Community Safety		
<b>Project Duration:</b>	April 2011 – December 2012		
<b>Implementing Partner:</b>	Department of Local Government		
<b>Responsible Parties:</b>	Crime Prevention and Community Safety Unit (Ministry of National Security), National Association of Parish Development Committees, Social Development Commission, Planning Institute of Jamaica		
<b>Overall Project Manager:</b>	Robert H.P. Hill		
<b>Date:</b>	December 10, 2011		
<b>Current year Approved</b>	JMS\$8,683,200.00		
<b>Current quarter advance:</b>	JMS\$2,937,600.00	<b>Current qtr exp:</b>	JM\$2,643,375.04
<b>Annual expenditure to date:</b>	JM\$3,491,735.60	<b>Current Year Delivery to date:</b>	40.21% (Does not include cost for capacity assessment)
Amount received from DGTTF funds from previous project 00070195 "Strengthening Community Safety through Local Government Capacity Building" for Capacity Assessment.			\$1,543,293.66





## I. EXECUTIVE SUMMARY

In the third quarter of the project essential elements involving both administrative and operational activities were accelerated to recover time loss arising from project implementation constraints. With regard to the administrative activities, outstanding reports for the first and second quarters were completed and submitted along with work plans with relevant budgets for the third quarter. The project team had over twenty two engagements with key stakeholders and partners regarding monitoring, coordinating, planning and implementation of project activities. The workshops involved the participation of approximately one hundred and fifty persons. Consequently, as both the Sensitization and Capacity Assessments targeted the same set of persons, this period involved managing the logistics spanning transportation, accommodation and meals for these events coupled with tracking payments for service providers for a total of three hundred persons.

Preparations for the sensitization workshops, held on November 8<sup>th</sup> and 15<sup>th</sup> included extensive research to ensure that the approach and content provided meaningful outputs to advance the aim of the project. Consequently three instruments were developed to assist participants to adequately reflect on the important project related issues. These brought focus to their experience and perception of safety and security in their respective parishes, the level of interest and readiness of participants as citizens and officers in key government agencies to engage to reduce crime and improve safety at the parish level.

The stakeholders who participated in the workshops included representatives from the Jamaica Constabulary Force (JCF), The Fire Brigade, the Parish Development Committees (PDCs), Ministry of Education (MOE), the Parish Councils – which included the Mayors, the Portmore Municipality, Child Development Agency, National Secondary Students Council, Social Development Commission (SDC) Community Development Committee (CDCs), Community Based Organisation (CBOs), members of the Chambers of Commerce and Ministers Fraternal as well as youths from the five target parishes. The sensitization workshops were structured to facilitate the participation of lead partners while focusing workshop content to inform and inspire engagement. The topics of presentations were framed in the context of the wide ranging impact of crime and its debilitating effect on individual and national development along with the national strategy to deepen alliances to improve citizens' safety and security. They were also designed to get feedback to assist in determining the scope, leadership, and organizational alignment of the Parish Safety and Security Committee plus deliberations for possible sources of funding.

The Capacity Assessments for all five target parishes followed immediately after the preceding workshops, consequently, Clarendon, St. Catherine and Manchester were done on November 16<sup>th</sup>, 17<sup>th</sup>, and 18<sup>th</sup> 2011 while St. Mary and Trelawny were completed on December 1<sup>st</sup> and 2<sup>nd</sup> 2011 respectively. The Assessments saw the full participation of the major stakeholders in the parishes, namely, the Councils, the JCF, the Fire Department, PDC, SDC, CDCs and CBOs. Both the sensitisation workshops and capacity assessments were fully supported by the local counterpart team comprising representatives from the Department of Local Government (DLG), Ministry of National Security (MNS), Planning Institute of Jamaica (PIOJ), SDC and the National Association of Parish Development Committee (NAPDEC).

The Ministry of National Security is in the process of finalizing the assessments of the existing Crime Prevention Committees. Assessments were completed for four of the five target parishes. Outcomes of the assessments are being collated by MNS.

Two draft terms of reference (TOR) were completed, one by MNS and the other by DLG. MNS, DLG and SDC are currently working together to finalise the TOR for the Parish Safety and Security Committee (PSSC). Three proposed structures for the PSSC are currently on the table, one prepared by MNS, one by DLG and the third by NAPDEC. Discussions regarding the structure, the rules for operation as well as the location of the PSSC continue.

The draft report for the capacity assessment of Clarendon, St. Catherine and Manchester was presented at the Interim Stakeholders meeting held on November 30, 2011.



## II. RESOURCES AND EXPENDITURE

PROJECT EXPENDITURE FOR REPORTING PERIOD						
Activity	Requested JM\$	Received JM\$	Date Received	Balance b/f from previous qtr JM\$	Disbursed by IP JM\$	Balance JM\$
<b>Civil Society Participation in Local Governance</b>	<b>2,937,600.00</b>	<b>2,937,600.00</b>	<b>21/11/2011</b>	<b>-299,428.31</b>	<b>0.00</b>	<b>\$0.00</b>
Output 1, Activity Result 1. Monitoring and work planning of project activities.	1,382,400.00	1,382,400.00		-166,029.10	1,423,011.88	-206,640.98
Output 1, Activity Result 2. Assessment of targeted parish councils - Desk review and baseline study conducted.	Nil	0.00		-210,984.21	2,169,101.82	-2,380,086.03
Output 1, Activity Result 3. Development of capacity building plan addressing gaps in targeted parish councils	Nil	0.00		342,600.00	0.00	342,600.00
Output 2, Activity Result 1. Assessment of existing Crime Prevention Committee	172,800.00	172,800.00		171,300.00	164,000.00	180,100.00
Output 2, Activity Result 2. Sensitization of elected local officials PDCs to actively participate in the PSC	1,252,800.00	1,252,800.00		-436,315.00	430,555.00	385,930.00
Output 2, Activity Result 4. Decision by MDAs on location of PSCs within local governance structures.	129,600.00	129,600.00		0.00	0.00	129,600.00
<b>Subtotal</b>	<b>2,937,600.00</b>	<b>2,937,600.00</b>		<b>-299,428.31</b>	<b>4,186,668.70</b>	<b>-1,548,497.01</b>
<b>Total</b>	<b>2,937,600.00</b>	<b>2,937,600.00</b>			<b>4,186,668.70</b>	<b>-1,548,497.01</b>
<b>Cash in hand @ end of reporting period</b>						<b>2,298,015.26</b>
<b>Commitments @ end of reporting period</b>						<b>0.00</b>
<p><b>Notes:</b> i) The expenditure incurred for the Scoping Mission and Capacity Assessment (CA) of the five target parishes (JM\$1,253,988.37) was reimbursed by the UNDP Country office and the sum of \$1,037,817.00 for the CA was directly paid by the UNDP country office to the UNDP Regional centre.</p> <p>ii) The project received an additional US\$37,000 to cover the Scoping Mission and the Capacity Assessment. This additional fund came from remaining funds from the previous Project 00070195 "Strengthening Community Safety through Local Government Capacity Building also funded by DGTTF.</p>						

## III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Achieved Results	Progress Towards Achieving Outputs
<b>Output 1 Development of local authorities' and civil society organizations' capacity to promote and secure participatory local governance in citizen security.</b>  <b>Indicators:</b>	Two quarterly Stakeholder Committee meetings and one Board meeting were held during the quarter.	Discussion regarding the sensitisation and capacity assessment workshops	Partners were fully informed and participated in various processes and stages of the project activities.  Capacity Assessments were
	Four planning meetings were held during the October to December	The Project partners met to finalise preparation for the	

<p>- Frequency of meetings held by Project Stakeholder Committee;</p> <p>- # of parish/ municipal councils assessed; and</p> <p>- % of completion of capacity building plan.</p> <p><b>Targets:</b></p> <p>- Project Stakeholder Committee meets quarterly;</p> <p>- Capacity assessment conducted of targeted parish councils; and</p> <p>- Capacity-building plan addressing gaps in targeted parish councils fully developed.</p>	<p>period.</p>	<p>sensitisation and capacity assessment workshops. One of the meetings was held to assess the capacity assessment conducted in Clarendon, St. Catherine and Manchester and to look at other approaches which could be adopted to improve the quality of the assessments.</p>	<p>conducted in the five targeted parishes. A draft report with the result from three of the five assessments was completed. The final report identifying the gaps which exist in each parish will be completed by the UNDP RSC office and disseminated to the Project Board and the Stakeholder Committee during the first quarter of 2012.</p>
	<p>Five Capacity Assessment workshops for the targeted parishes were completed.</p>	<p>The capacity assessment of three parishes, Clarendon, St. Catherine and Manchester was completed in November and St. Mary and Trelawny were completed in early December 2011. All major stakeholders, the Parish Councils, JCF, Fire and the PDCs, participated in the assessments. Participants in the capacity assessment had the opportunity to discuss and reflect on the delivery of their organisation as a whole as well as to identify areas of strengths and weaknesses.</p>	<p>The capacity development plan is yet to be completed. This activity is dependent on the complete of the report from the assessment which will only be completed in the first quarter of 2012.</p> <p>The capacity assessment of the PDCs was also reviewed during the reporting period.</p>
	<p>A draft report of the Capacity Assessments for Manchester, St. Catherine and Clarendon has been completed.</p>	<p>The draft report highlighted the areas where the different players in the parish system are able to deliver effectively in their current state and areas where they need to be strengthened base on existing gaps as well as areas that may need to be reviewed to position the different agencies to effectively facilitate the added function of PSSCs.</p>	<p>In accordance with the indicators, approximately 80% of the activities to be undertaken during this period were successfully completed.</p>
<p><b>Output 2:</b> Development of local authority level mechanism under the Crime Prevention &amp; Community Safety Strategy</p> <p><b>Indicators :</b></p> <p>- % completion of assessment of existing citizen security forums</p> <p>- % completion of rules for operation</p>	<p>Currently the MNS is engaged in conducting assessments of the Crime Prevention Committees in the targeted parishes.</p>	<p>80% completion at time of report. Of the five parishes, four assessments have been carried out, viz. St. Mary, Manchester, Trelawny and Clarendon, (St. Catherine outstanding). Of that four, one is active, i.e. Clarendon; Trelawny functions through the police and of the other two, one is dormant and the other is defunct.</p>	<p>The results from the assessments will provide useful indicators of some of the needs and challenges that should be taken into consideration in setting up the PSSCs.</p> <p>Key stakeholders in the five targeted parishes have been sensitised about the emerging</p>



<p>of parish safety committees</p> <p>- # of targeted parishes/ municipalities whose elected officials and PDCs participate in sensitisation sessions on establishment of PSCs</p> <p><b>Targets:</b></p> <p>- All existing forums for citizen security assessed</p> <p>- Rules for operation of parish safety committees developed</p> <p>- Elected officials and PDC executives from all targeted local authorities participating in sensitisation session on establishment of PSCs</p>	<p>Sensitisation workshops were conducted with key stakeholders (Police, Fire Brigade, Parish Councils, representatives from Ministry of Education, PDC, CDA, CBO and youth) from the targeted parishes.</p> <p>Four meetings for deliberation on the Terms of Reference were held.</p> <p>Two draft Terms of Reference have been completed by the Department of Local Government and the Ministry of National Security.</p>	<p>90% Participation of target groups. The project was able to ascertain from key stakeholders in each target parish, perspectives of the main development challenges which exist in each parish, as well as the recommended scope, location and key personnel who should be a part of the PSSC through information collected from questionnaires which were completed by the participants at the sensitisation workshops via working group activities and plenary. Assessment of the findings from the questionnaires and the group activity is currently being completed.</p> <p>Contemplation of citizens and members from the primary parish agencies on the possible scope of the PSSCs, its leadership, location and funding sources deepened awareness of the intended role of the PSSCs and the range of stakeholders including citizens required to be engaged.</p> <p>Meetings and discussion regarding the finalisation of the terms of Reference for the PSSC were held with representatives from the Ministry of National Security and the Local Government Reform Unit at the Department of Local Government. These discussions were focused on the structure and key linkages and responsibilities of the PSSC and its members.</p>	<p>facility to improve parish safety and security as well as the possible roles expected of lead stakeholders when the mechanism is established. The design and content of the sensitisation workshops gave participants' exposure to the broad objectives of Vision 2030 and brought focused attention on the strategy to improve parish safety by a centralised coordinated system. The programme was presented to convey the integrated approach to national development and this was communicated via the presentations by PIOJ, MNS and NAPDEC.</p> <p>The different perspectives of key technical agents which emerged from drafting of the TOR for the Parish Safety and Security Committees created important insights on the necessity to ensure that the PSSC is appropriately positioned for it to be successful in its mandate.</p> <p>While two drafts TOR were completed and meetings convened and consultations held to finalise the placement and structure of the PSSCs, none of these activities have been finalised. The TOR should be completed by the end of the first quarter of 2012.</p> <p>Based on the stipulated indicators, about 70% of the activities were successfully completed for this quarter and approximately 65% of the targets for the year</p>
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**IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT**

Implementation Constraints	Significance	Response/Action
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The emergence of the possibility of national election within the quarter resulted in limited participation and focuses of key stakeholders in the parishes and compounded some of the logistical issues, including scheduling for the assessment of other parishes.	High	Avoid dates of major meetings/events and target key persons
The capacity assessment instrument not being made available until a few days before the initial assessment led to same not being tailored to address key issues.	High	Negotiate adjustments and approach with UNDP representative – have instruments completed based on group represented by participants and indicate that they may omit that which they consider not applicable.
The first set of assessments was not designed to be complementary to our cultural context.	Medium-High	Negotiate and make adjustments for completion of instrument in groups and do project specific context framing
The UNDP protocols communicated by one of the representative for capacity assessment did not convey the level of partnership and responsiveness to client befitting the process. For example, when some of the limitations in the instrument were identified, the local team was advised that despite the fact that Jamaica was the client and the process and outcomes were for local application, the questions and other features of the assessments could not be adjusted unless they are approved by the Panama office.	High	<p>Communicate how such protocols affect the effectiveness and outcome of the assessment and request that the matter be directed to the appropriate UNDP officer.</p> <p>New strategies were developed and the matter/concern was brought to the attention of the second team, leading to an improved approach in the second phase.</p>
Aspects of the instrument lent itself to different interpretations.	Medium	Context setting was done to reduce the possibility of such.
Despite several meetings being held to finalise the draft TOR, due to the divergence in perspectives and the complexities of issues involving the PSSCs, further deliberations are required for consensus on the TOR.	High	Organise additional meetings to facilitate deeper discussions amongst MDAs to obtain consensus on the fundamental features of the PSSCs.
The assessment instrument applied was an excellent generic tool but limiting in its scope for a project focused on piloting crime prevention strategy through parish safety and security committees with diverse partners.	High	It is recommended that a capacity assessment instrument targeting municipal/urban/collaborative safety and security facilities in a decentralised governance context be done 6 to 12 months after the establishment of PSSCs.
The October to December period has a significant number of events on the national and community, these include local government month, youth month, community month and parents month which resulted in senior officers at the parish level, both in government and civil society, being unavailable to participate. This also resulted in SDC being unable to conduct the assessments in other parishes.	Medium	Select best dates suitable to optimize participation of target group.

**LESSONS LEARNT:**

- To obtain feedback on issues, Jamaicans prefer group dialogue instead of completing questionnaires.
- Election seasons are less than ideal to engage parish officials
- Sensitivity to cultural dispositions are vital for successful cross-boundary collaborations/processes
- Standard protocols may need to be reviewed base on project specifics as well as communicated in advance to ensure successful implementation of cross-boundary partnerships
- When interacting with individuals from different cultures, it is imperative that the message is properly communicated and understood because this can result in incorrect interpretations.





## PLANNED ACTIVITIES (NEXT QUARTER: JANUARY – MARCH 2012)

Expected Outputs	Planned Activities	Timeframe			Responsible Party	Planned Budgets -			
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount \$	
1.	Monitoring and work planning of project activities	√	√	√	UNDP (CO)	DGTF	71400 Contractual Services – Individual	15,000.00	
	Quarterly Stakeholders' Meeting	√		√	PIOJ		Communication & Audio Visual Equipment	300.00	
	Fields/Site visits conducted	√	√	√	DLG		Supplies	700.00	
	Prepare quarterly Progress Report and submit to Project Board			√			SDC	Training, Workshops, Conferences	14,500.00
	Capacity Assessments of other parishes conducted.	√	√		SDC		Local Consultants	2,000.00	
	Production of report		√				UNDP (RSC)	International Consultant	5,000.00
	Development of capacity building plan and analysis of findings of baseline study	√	√		DLG		DGTF	Travel	0.00
	Training of local authorities and civil society organisations in local government administration as well as in monitoring and evaluation of local development initiatives.			√				SDC	Training, Workshops, Conferences
					NAPDEC		Local Consultant	1,500.00	
	Training of Parish Safety Committee members in Urban Violence	√							
2.	Production of report on assessment conducted of existing crime prevention committees	√			MNS (CP&CSU)	DGTF	Audio Visual & Print Production Costs	0.00	
							Travel	0.00	
	Convene the stakeholder MDAs to finalise decisions on the placement of Parish Safety Committees within the local government framework		√		DLG	DGTF	Training, Workshops, Conferences	1,500.00	
					MNS (CP&CSU)				
	Consultations held targeting local authorities and PDCs regarding the formulation and agreement on detailed TOR for PSCs.			√	DLG	DGTF	Training, Workshops, Conferences	1,000.00	
				√	MNS (CP&CSU)		Travel	500.00	
				SDC					



	Consultations held targeting local authorities and PDCs regarding the development of Parish Safety Plan Template			√	DLG NAPDEC	DGTTF	Training, Workshops, Conferences	3,000.00
							Audio Visual & Print Production Costs	500.00
2.	Conduct discussions among MDAs about action plan			√	DLG	DGTTF	Local Consultant	2,000.00
	Implementation of action plan			√	MNS (CP&CSU)		Travel	500.00
					SDC		Training, Workshops, Conferences	500.00
					PIOJ			
<b>TOTAL</b>								<b>\$55,300.00</b>

**Annex II: Assets Inventory**

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

Award Number:

Project Number: 00077769

Date of Report: December 12, 2011

Asset Profile 1 - Vehicles											
S/N	Country Code	Business Unit	Item Description	Make & Model	Quantity	Location	Tag Number	Date acquired	Value	Custodian	Remarks
1			Vehicle		0						
2			Vehicle		0						
3			Vehicle		0						
Asset Profile 2 - Furniture											
4	JAM10	B0512	2 Draw Filing Cabinet		1	DLG	518-DLG-212-351	3/11/2011	\$20,500.00	DLG	
5			Furniture or Fixture		0						
6			Furniture or Fixture		0						
Asset Profile 3 - Electrical											
7			Projector		0						
8			Electrical Equip. or Computer		0						
9			Electrical Equip. or Computer		0						
Asset Profile 4 - Heavy Machinery											
10			Heavy Equip. or Generator		0						
11			Heavy Equip. or Generator		0						
12			Heavy Equip. or Generator		0						
Asset Profile 5 - Non Capitalized Items											
13			Other (less than 1,000 \$)		0						
14			Other (less than 1,000 \$)		0						
TOTAL					0						

**Project Manager**

Robert H.P. Hill

Dec. 12, 2011 Signature:

**UNDP Programme Advisor**

Date & Signature: February 13, 2012

Date & Signature: Dec 12, 2011

**Resident Representative**

Date & Signature

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13/02/12

*[Handwritten Signature]*  
February 13, 2012



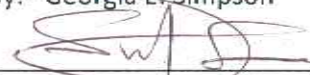
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Reviewed by: Georgia E. Simpson

Date: December 14, 2011

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Approved by: Robert H. P. Hill

Date: December 14, 2011

Signature:   
Project Manager

Received 26/01/2012



