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NIAL

National Integrity Action Limited

Cooperative Agreement 4th Quarter/Annual Report FY2014



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National Integrity Action Limited

Cooperative Agreement 4th Quarter/Annual Report FY2014

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COVER PHOTO:

NIA staff, Clerk of Courts from across the island, as well as local and international facilitators gather at the end of a successful Prosecutors' Training Seminar.

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The author's views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Acronyms

ALAC	–	Advocacy and Legal Advice Centre
CA	–	Cooperative Agreement
CFR	–	Campaign Finance Reform
COMET II	–	(USAID's) Community Empowerment and Transformation Project Phase 2
CPC	–	Corruption Prevention Commission
CPI	–	Corruption Perceptions Index
GCB	–	Global Corruption Barometer
IACC	–	International Anti-Corruption Conference
IC	–	Integrity Commission
IDP	–	International Development/Donor Partner
IMF	–	International Monetary Fund
JCSC	–	Jamaica Civil Society Coalition
LAPOP	–	Latin American Public Opinion Project
MOCA	–	Major Organized Crime and Anti-Corruption Task Force
MDA's	–	Ministries, Departments and Agencies
MoE	–	Ministry of Education
NAPDEC	–	National Association of Parish Development Committees
NGO	–	Non-Governmental Organization
NIA(L)	–	National Integrity Action (Limited)
PAJ	–	Press Association of Jamaica
PDC	–	Parish Development Committee
POCA	–	Proceeds of Crime Act
PPR	–	Political Party Registration
ROPA	–	Representation of the People Act
SDC	–	Social Development Commission
TI	–	Transparency International
UK DFID	–	United Kingdom Department for International Development
USAID	–	United States Agency for International Development
USG	–	United States Government

Introduction

National Integrity Action (NIA) is a non-governmental organization established to combat corruption and build integrity in Jamaica through the pursuit of various activities, programmes and projects that contribute to national development. The organization was formally launched on United Nations International Anti-Corruption Day, December 9, 2011.

NIA was born out of the need to increase the levels of popular awareness and broad-based action to achieve more significant outcomes in the combat of high levels of corruption in Jamaica. To meet this need, the organization works to enhance public probity, facilitate public engagement and build public demand for appropriate legislation to strengthen transparency and accountability in governance and the enforcement of law against the perpetrators of corruption. NIA also works to facilitate the proper and effective functioning of anti-corruption agencies, as well as forming stronger ties with national and international partners in order to achieve more meaningful results towards a corruption-free Jamaica.

To facilitate this programme of action, NIA has received grant funding from the United States Agency for International Development (USAID) under a Cooperative Agreement and from the United Kingdom Department for International Development (UK DFID) under an Accountable Grant.

This annual report for FY 2014 covers twelve demanding, yet fulfilling months, during which there were developments that are worthy of applause, other developments that were disappointing and some events which served to further deepen NIA's understanding of Jamaica's socio-political working, strengthening our ability to make the critical strategic decisions to achieve the objective of significantly lower levels of corrupt and greater levels of integrity in Jamaica.

The report is in two main sections: the first section provides a 'quantitative' account of activities for the year; the second section - more qualitative in outlook - highlights major successes, challenges faced, key insights and lessons learnt.

Activities During the Year

Public Sector Training and Workshops

Advocacy Seminar for Crown Counsel

National Integrity Action in collaboration with the Ministry of Justice – particularly the Office of the Director of Public Prosecutions (ODPP) – staged a Prosecutors’ Training Seminar on March 14 – 16, 2014 at the Sunset Jamaica Grande Resort and Spa in Ochi Rios, St Ann. This Prosecutors’ Training Seminar, themed “Strengthening the Advocacy Toolkit,” continued NIA’s effort to facilitate the strengthening of professional capacity and will of officers in the judicial system, as well as lend support to key governance institutions.

Thirty-four (7 male and 27 female) prosecutorial staff from the ODPP participated in the residential weekend training seminar that focused on providing hands-on training in advocacy skills. This was identified as a major gap within the ODPP, especially when facing some of the more seasoned members of the defense bar. This well-needed capacity building exercise would therefore facilitate improved handling of corruption and other types of cases.

Unlike previous NIA-supported training seminars, this seminar utilized the Hampel Method of advocacy training. Small groups of six or seven participants were matched with coaches and judges who guided them through various aspects of a trial simulation. In this instance, the subject matter was an actual case that had been tried in the Jamaican Courts. Participants were asked to present their statements, as they would have before a jury, following which there would be constructive criticism of how their presentation could be improved. This degree of experiential learning is intended to produce a significant internalization of the advocacy techniques and skills being imparted. Corroborating this is the fact that one participant was heard commenting that this training seminar was more intense than an actual trial!

The participating coaches and judges were drawn from among the most experienced past and present members of the judicial system and the legal education fraternity:

- The Hon. Mr. Justice David Fraser, Supreme Court Judge;
- The Hon. Mr. Justice Lloyd Hibbert, Supreme Court Judge;
- The Hon. Mrs. Justice Marva McDonald Bishop, Supreme Court Judge;
- The Hon. Mr. Justice Algernon Smith, Retired Judge of the Appeal Court;
- The Hon. Mr. Justice Karl Harrison, Retired Judge of the Appeal Court;
- The Hon. Mr. Justice Ian Forte, Retired President of the Court of Appeal;
- Mr. Norman Davis, Tutor Norman Law School;
- Mr. Robert Fletcher, Tutor Norman Manley Law School.



Retired Justice Ian Forte (2nd from left) gives feedback to a crown counsel on her simulated Opening Statement

Interspersed throughout the weekend were some excellent panel discussions on various aspects of advocacy. The final session consisted of an excellent presentation by Justice Karl Harrison on computer generated evidence. He went into the legislation which deals with the issue, and the need for amendment and update of the law. A lively discussion ensued, co-chaired by Justice Harrison and Justice David Fraser. During this discussion the Director of Public Prosecutions, Ms. Paula Llewellyn appealed to NIA's Executive Director to lend his weight to the advocacy needed for the speedy development and passage of amendments to the legislation. Prof. Munroe responded in the affirmative, and made the further point that in the current parliamentary landscape, an average of 30-35 pieces of legislation are passed each year (out of more than a hundred scheduled at any given time). He put forward the position that additional sittings of parliament/senate are necessary to attend properly to the nation's business.

Conclusion

NIA was also able to facilitate the attendance to the seminar of the Norman Manley Law School's three-member team to the Margaret Forte Mooting Competition. They were being prepared for the finals of the competition by Mr. Norman Davis, and their observation of and interaction with the crown counsel was an invaluable experience in furtherance of their competitive objective. While no attribution is being claimed, the team went on to win the competition. Mr. Davis noted that their participation in the weekend seminar was helpful, as it exposed them to a variety of styles of presentation by different prosecutors and critiques by judges of those presentations, helping to polish-off months of preparation.

Among the crown counsels, NIA hopes to see improved legal dexterity and skill being applied in the courts generally and in particular as it relates to high-profile corruption cases, and so will endeavor to

continue this form of support to the nation's judicial officers. It is important to note that this is the first NIA training seminar for which an application for accreditation was submitted to Jamaica's General Legal Council. This accreditation will determine whether the course satisfies the requirements for Continuing Legal Professional Development, which all lawyers in Jamaica are required to undertake. (Several months after the seminar, we were pleased to be informed that full credits were awarded to the participants by the GLC. A thank you letter from the ODPP staff is included in the appendices.)

The extent to which participants rated the group work sessions higher than the standard plenary and presentation sessions on their evaluation forms is justification for NIA in evolving from a purely plenary style to new methods of training. The opportunity was also utilised to provide all attending Crown Counsel with a copy of the NIA-produced *Prosecuting the Corrupt* training manual.

3rd Annual Resident Magistrates Training Seminar on Corruption

On the weekend of June 13-15, National Integrity Action in collaboration with the Office of the Chief Justice, the Justice Training Institute and the Court Management Services, hosted *The 3rd Annual Resident Magistrates Training on Corruption*.

Through presentations, panel discussions and other participatory learning exercises, thirty-five resident magistrates from across the length and breadth of the nation gathered in St. Ann to share experiences and deepen their practical understanding of several areas of the law.

Several important and timely topics were discussed, including: *Practical Aspects Relating to the Proceeds of Crime and the Financial Investigation Division Acts; Issues Relating to the Lottery Scam Act* and *Challenges being Experienced by the Police in Fully Preparing for Corruption-Related Cases* among others.

These sessions were conducted and delivered by experienced law and security practitioners, including:

- The Honourable Mr. Justice Patrick Brooks, Judge of the Court of Appeal;
- The Honourable Mr. Justice Bryan Sykes, Supreme Court Judge;
- The Honourable Mr. Justice Leighton Pusey, Supreme Court Judge;
- Dr. Shazeeda Ali, Lecturer in the Faculty of Law, UWI Mona; and
- Assistant Commissioner of Police Mr. Selvin Hay.

The opening ceremony of the Seminar took place on the morning of Saturday June 14. It was moderated by Mrs. Lorna Shelly Williams, with welcome and greetings from Professor Trevor Munroe, Executive Director of National Integrity Action; Chief Justice, the Honourable Mrs. Zaila McCalla; USAID's Supervisory Programme Officer, Ms. Jeanette Vail and Minister of Justice, Senator the Honourable Mark Golding. NIA later issued a press release to highlight some of the critical statements made by Minister Golding and Prof. Munroe at the opening ceremony as well as to bring attention to this element of NIA's work to facilitate improvements in the Justice System.

The Chief Justice welcomed all and paid tribute to Professor Munroe, the NIA staff and the international partners, who have been of tremendous assistance over the years. She noted that Resident Magistrates are far-flung island-wide and so it would be difficult to gather everyone without NIA's assistance. The Chief Justice continued, "I must underscore that the passing of laws in itself will not assist us unless we are verse in the proper knowledge and application of those laws. So it is very important for us to have presentations dealing with the practical aspects of the laws."

Ms. Jeanette Vail represented Mission Director Denise Herbol in bringing greetings to the seminar. She was introduced by the moderator as having, "One of the most interesting CV's I have ever seen." Ms. Vail welcomed all the participants, acknowledging and congratulating NIA and its collaborating partners on planning a successful event. She recounted her early years, growing up as the daughter of a lawyer, and indicated the kinship she felt to those in the legal profession. In closing she wished the participants an enjoyable, productive and enlightening weekend.

Professor Munroe also welcomed the participants and thanked the Chief Justice for her plaudits, noting reciprocally that this Chief Justice will be remembered with great distinction for her commitment to training and professional development. Having participated in an informal meeting with the RMs the previous evening, where some of the realities of the operations of the courts were brought to the fore, Prof. Munroe reminded all present of the connection between corruption and the inability of the state to provide adequate levels of service – even in institutions as fundamental as the courts. "Less tax evasion, means more revenue, means more investment, and means greater capacity on behalf of the government to provide more resources and more services." He reminded the RMs of their crucial role in ensuring that tax evaders - and all others who breach the laws of the land - are brought to book; and closed by expressing the hope that their practical skills will be enhanced by the sessions that follow.



(l-r) Prof. Trevor Munroe, Chief Justice Zaila McCalla, Minister Mark Golding and Ms. Jeanette Vail

Minister Mark Golding expressed his pleasure at being able to participate in the seminar and noted that the selection of presentations was very relevant to the current context. He went on to speak to some of the steps the government has been taking to improve the administration of justice and the effective enforcement of law. He spoke to the "Lotto Scam" Bill, to the work of MOCA, additional orders under

POCA and amendments to the Securities Act that make it illegal to operate or be involved in a Ponzi scheme. The Minister also noted that since the Integrity Commission Bill was tabled in March, the decision was taken for a joint-select committee of Parliament to review it. This process has however been delayed due to other legislation being given priority, especially those connected to the IMF agreement.

Conclusion

Within the Jamaican court system today, Resident Magistrates are required to preside over and adjudicate on a significant percentage of corruption-related matters. In recognizing this fact, NIA - in collaboration with some of its key partners - will continue its efforts to sensitize Resident Magistrates of their critical role in dealing with issues of corruption. NIA is of the view that these efforts are enabling - and will continue to lead to - increased instances of the corrupt being brought to justice in the nation's courts.

An important truth, recognised and acknowledged by all participants, is that there is more that can be done at all levels of the Justice system – there are steps to be taken by the policy makers, the Legislature, Judicial Officers as well as members of the security forces to improve the quality and the delivery of justice to the citizens of Jamaica. This will in turn contribute to a more orderly, secure and prosperous nation in which not only are incidents of corruption reduced, but citizens' incentives to engage in corrupt acts are diminished.

3rd Annual Prosecutors' Anti-Corruption Training Seminar

In the continued mission to facilitate the strengthening and reinforcing of professional capacity and will of officers in the judicial system, NIA staged its Third Annual Training Seminar for Clerks of the Courts from July 18 to 20, 2014. This seminar was held in collaboration with the Ministry of Justice, the Office of the Chief Justice (OCJ) and the US Embassy's Office of Overseas Prosecutorial Development Assistance and Training (OPDAT).

The residential weekend seminar was hosted at the Jewel Runaway Bay Beach & Golf Resort in St. Ann and provided intense practical training in an attempt to improve the Clerks' advocacy skills. This is needed especially when facing some of the more experienced members of the defense bar and will facilitate improved handling of all types of cases and corruption cases in particular.

Similar to the successful NIA-ODPP training seminar held in March 2014, this seminar utilised the Hampel Method of advocacy training. This methodology pairs small groups of participants with 'coaches' and 'judges' who guide them through various aspects of a trial simulation, providing individualized constructive feedback.

Local and overseas experts prefaced each session of practical training with presentations and panel discussions. Presenters, discussants and coaches for this seminar were drawn from among the most experienced past and present members of the local judicial system including senior staff from the Office of the Director of Public Prosecutions – who would have previously had their capacity built in this area.

Also, for the first time, participants benefitted from the expertise of senior prosecutors from the United States. Presenters, coaches, judges and discussants included:

- The Honourable Mr. Justice Bryan Sykes, Puisne Judge
- The Honourable Mr. Justice David Fraser, Puisne Judge
- The Honourable Mr. Justice F.A. Smith C.D, Judge of the Court of Appeal (Ret.)
- Mr. George Leal, Assistant United States Attorney
- Ms. Mary Lou Castillo, Assistant United States Attorney
- Ms. Jennifer Martin, Assistant United States Attorney
- Mr. Aaron Jordan, Assistant United States Attorney
- Mr. Mario Esparza, Assistant United States Attorney
- Ms. Claudette Thompson, Deputy Director of Public Prosecutions
- Mr. Norman Davis, Tutor at the Norman Manley Law School

To date, over 300 officers of the criminal justice system have participated in NIA training and sensitisation seminars; inclusive of Judges, Resident Magistrates, Prosecutors and Investigators. NIA has pledged its continued efforts – along with its partners – to strengthen the capacity and resolve of members of the justice system in an overall effort to help to facilitate a fair and equitable justice system, which is an important pillar of every functioning democracy.

In the aftermath of the Training Seminar, NIA issued a press release which sought to bridge the issues dealt with at the seminar with national priorities. This press release is reproduced here.

July 25, 2014

More Effective Prosecution of the Corrupt Needed; Integrity Commission Bill Imminent

Professor Trevor Munroe, Executive Director of National Integrity Action, has called for more effective prosecution of the corrupt, in a context where Jamaica now urgently needs job-creating economic growth and corruption is a main barrier to the required investment.

He pointed out as well, that Jamaica's National Security Policy identified corruption of "elected and public officials" as a Tier 1 "clear and present danger" to Jamaica's development, thereby reinforcing the need for those who appear to enjoy impunity to be brought swiftly to justice. Professor Munroe indicated that a majority of Jamaicans - according to a UNDP-commissioned poll carried out by the University of the West Indies - believe that in Jamaica, as in some other Caribbean States, "powerful and politically-connected criminals" go free.

NIA's Executive Director was speaking at the official opening of a recent NIA-hosted training seminar for the Island's Clerks of the Courts, who prosecute the majority of Jamaica's corruption cases. The seminar was held at the Jewel Runaway Bay Hotel, in St. Ann, over the weekend of July 18 to 20.

Also addressing the opening ceremony of the seminar, Minister of Justice, Senator the Honourable Mark Golding, commended NIA for its integrity-building work; as well as USAID, UK DFID and the US

Department of Justice among other international partners, for their support of training initiatives for officials in Jamaica's Justice System.

Minister Golding highlighted the Government of Jamaica's intention to pass into law the bill to establish a Single Anti-Corruption Commission with powers to prosecute, as well as to rationalize the multiple agencies that now deal with corruption. The bill has been laid in Parliament and shall go before a joint-select committee in September. He continued, "I hope it does not get watered-down; and the public needs to be vigilant about this, because there may be those who are driven less so by public interest and more so by personal agenda." Minister Golding also recalled steps taken by the Government to strengthen Jamaica's anti-corruption framework, such as the Proceeds of Crime Act and the establishment of MOCA.

The opening ceremony of the training seminar, which had as its theme, "Strengthening the Advocates' Toolkit" was also addressed by Chief Justice, the Honourable Mrs. Zaila McCalla O.J and the Mission Director of USAID Jamaica, Ms. Denise Herbol.

Very full and good coverage of the NIA release and the Executive Director's presentation at the training seminar was carried on **CVM TV's** main newscasts on Friday, July 25 and similarly of Minister Golding's presentation on **TVJ's** main newscast on Sunday, July 27.

Combined Evaluation of Legal/Judicial Training Seminars

National Integrity Action in collaboration with some of its partners hosted three capacity building seminars throughout the year. These seminars - March 2014 for Crown Counsel, June 2014 for Resident Magistrates and July 2014 for Clerks of the Courts - saw the training of 117 participants. Of this number 92 (79%) were females with the corresponding 25 (21%) being males.

In a response to participants' evaluation of prior capacity building seminars, two of the three mentioned seminars conducted in March and July of this year employed the Hampel Training Method employed particularly for advocacy training.

In assessing the overall training seminars, participants at the end of each seminar were asked to complete a evaluation form which contained a series of questions. Participants were asked to respond to each question by placing a mark in the appropriate box on a scale of 1 – 10, where 1 indicated a poor rating and 10 indicated excellence. For the purpose of this report we will combine and review participants' responses to the first section of the forms which asked them to "Assess the overall training seminar" by answering the following questions:

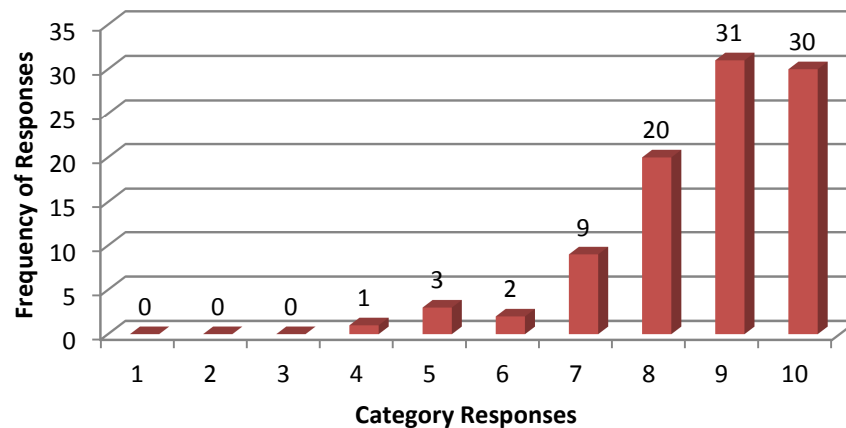
- a) Please rate the format of the training seminar
- b) Assess its contribution to enhancing your (advocacy skills and) practice function
- c) What is your overall rating of the training seminar?

We will also highlight some responses captured from the section of the evaluation sheet entitled “General Comments”

A. Please rate the format of the training

Score	1	2	3	4	5	6	7	8	9	10
Frequency	0	0	0	1	3	2	9	20	31	30

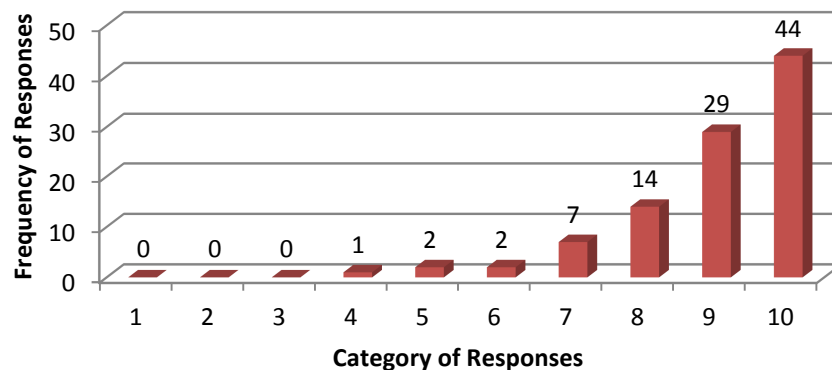
Graph Showing Responses to the Question: Please Rate the Format of the Training



Assess its contribution to enhancing your advocacy skills and practice function

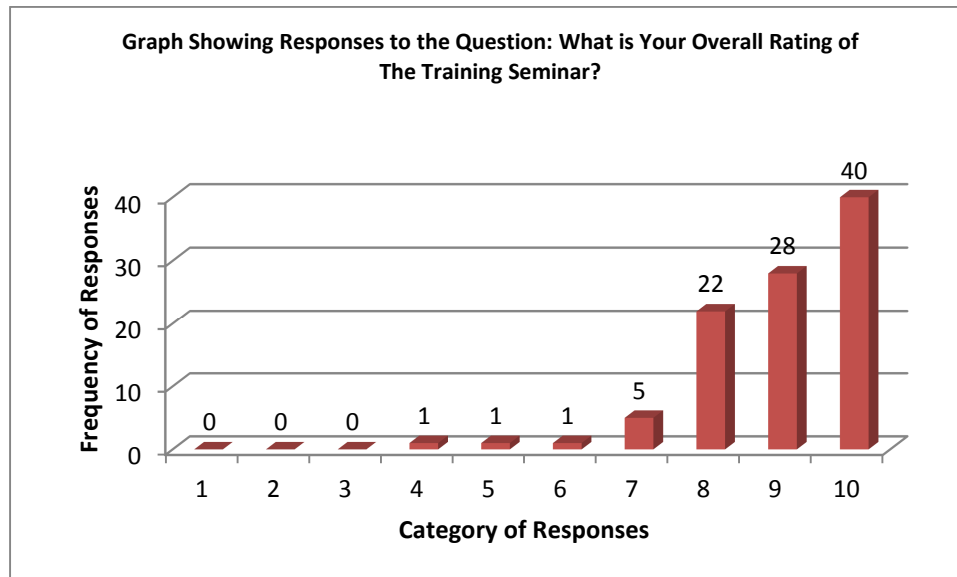
Score	1	2	3	4	5	6	7	8	9	10
Frequency	0	0	0	1	2	2	7	14	29	44

Graph Showing Responses to the Question: Assess Its Contribution to Enhancing Your Advocacy Skills and Practice Function



B. What is your overall rating of the training seminar?

Score	1	2	3	4	5	6	7	8	9	10
Frequency	0	0	0	1	1	1	5	22	28	40



Some General Comments from Respondents about the Training Seminars

- Informative and helpful in enhancing my practical skills
- It equipped the Clerks with the necessary knowledge and confidence
- Excellent seminar with very knowledgeable and experienced presenters and coordinators
- Very informative and useful information,
- Very Interesting Conference
- Enjoyed 'Break Out' Sessions
- Extremely Beneficial Seminar
- Very Beneficial
- Very instructive seminar
- My tools have been sharpened in respect of advocacy, good job
- Needs to be more frequent

NIA will continue to - along with its partners - facilitate the building of capacity of those employed within the justice system. We will also use the information gathered from participants in their evaluating of the training seminars to continuously improve the quality and method of training being delivered.

Heads of Anti-Corruption Agencies Roundtable

In keeping with its efforts to lend support to anti-corruption champions in the Jamaican Public Sector, National Integrity Action (NIA) convened a special Round-table discussion for the heads of several of the nation's anti-corruption agencies. This workshop took place on Saturday February 15, 2014 at the Courtleigh Hotel in New Kingston.

The event commenced with presentations by Professor Munroe and the Hon. Peter Bunting M.P., Minister of National Security, in the lieu of the Minister of Finance who was initially invited, but was off the island on government business on the day of the event. Select representatives from Jamaica's diplomatic and multi-lateral partners, whose programmes embrace support for Jamaica's efforts to strengthen good governance and to combat corruption, were also invited as observers.

Professor Anthony Harriott, Chairman of NIA moderated the event. His introduction drew on the once popular **Mad Magazine's** cartoons to pose the question, "Who is ahead of the game?" In answering, he posited that we can only get ahead of the anti-corruption game when preventative structures work.

Executive Director, Prof. Trevor Munroe commenced his opening remarks by welcoming all and thanking them for being on time, given that it was a Saturday morning. He noted that this could be taken as a signal of the seriousness everyone accorded to the situation facing the nation. He noted that NIA convened this roundtable on its own initiative, and on the suggestion of some of you. For us all, it cannot be business as usual given our unenviable national record – that of the slowest growing economy for the last 50 years, with many consequences such as poverty and income inequality. Corruption as well has consistently been found to be one of the things most wrong with Jamaica and in dire need of correction.



(l-r) Minister Bunting, USAID Mission Director, Denise Herbol; Daniel Arghiros of UK DFID; and Jesus Orus Baguena of the EU Delegation, during Prof. Munroe's opening presentation.

Prof. Munroe noted that Jamaica's National Security Policy pinpoints corruption of elected and public officials as a *Tier 1* threat, with Jamaica standing to lose investment and income per capita. Corruption is also among the top three of 16 factors negatively affecting doing business in Jamaica, according to the Global Competitiveness Report 2013-2014.

Corruption is not just a Jamaican problem; it is a global epidemic, at different stages, eating away at the body politic. Recently the President of the World Bank Group declared corruption 'public enemy #1'. Past and present Prime Ministers have also made strong declarations against corruption, but actions following these declarations have been far from adequate and have not been acted upon with alacrity. Prof. Munroe went on to provide several international examples of public and private sector leaders being penalized for engaging in corrupt acts. He urged the agency heads present to rise to the occasion, overcome the sense of helplessness and use their positions of leadership to help turn Jamaica around.

Minister Bunting spoke to the question of progress against corruption and in doing so he sought to distinguish between corruption perceptions and realities. He cited an example that spoke to the role of the media in creating a greater perception of the crime problem than community-level realities would render. His presentation covered three areas: legislation, operational entities/mechanisms and eradication approaches.

In speaking to legislation, the Minister highlighted the aspects of the Criminal Justice (Suppression of Criminal Organizations) Bill – also referred to as the Anti-Gang Bill – currently being debated in parliament, which would strengthen anti-corruption efforts. He also spoke to the Integrity Commission bill, which when passed would implement a Single Anti-Corruption Agency with prosecutorial powers. Operationally, Mr. Bunting spoke to the work of MOCA and as well as collaborations between agencies, which have yielded some – but insufficient – results.

Referencing an ongoing crime-fighting campaign within his Ministry Mr. Bunting described corruption as an epidemic, and suggested that we could apply an epidemiological approach to its eradication. In doing so there would be three objectives:

- ✓ Disrupt the transmission – being done through MOCA and the other agencies' collaboration
- ✓ Prevent future spread – being attempted with the legislative and policy measures
- ✓ Changing group norms – this requires changing the attitude of the society towards corruption

This latter point is critical as there is an unfortunate acceptance and a near-legitimizing attitude of many persons towards crime and corruption (and in particular the role of community dons), which militates against successful action.

In closing, the Minister spoke to addressing the culture of timidity within some state agencies, as it relates to taking concrete steps against wrong-doers. In addition to this, the slow pace of the judiciary is a major source of frustration to those trying to combat crime and corruption. This will need to be improved.

Jamaica's growth strategy clearly requires enhancing efficiency in key public sector agencies, strengthening "joined-up government" and reducing the damage being done by corruption to the attainment of critical national goals. As such, the objective of this event was to provide an opportunity for each Head or their representative to give an indication of challenges being faced in accomplishing more effective fulfillment of their entity's particular mission. Secondly, to have put on the table for discussion as well as action, where appropriate, concrete proposals for coping with these challenges. NIA regards these objectives as urgent. The eleven (11) agencies represented were:

- The Office of the Contractor General
- The Parliamentary Integrity Commission
- The Corruption Prevention Commission
- The Major Organized Crime and Anti-Corruption Task Force
- The Financial Investigations Division
- The Office of the Director of Public Prosecutions
- Tax Administration Jamaica
- The Revenue Protection Division
- The Financial Services Commission
- The Auditor General's Department
- The Jamaica Customs Department

Each agency was able to speak to the challenges being faced in effectively fulfilling their mandate, as well as suggest ways to address these challenges. Several speakers spoke to existing collaborations between their agency and others, while noting that there was still room to create greater synergies - including those that could arise when the Single Anti-Corruption Agency was implemented. This was followed by an engaging feedback segment in which various ideas and potential solutions were aired.



Participants listen intently as Minister Bunting makes his address.

In marshaling this segment of the proceedings, Chairman Harriott identified three categories of problems that needed to be addressed: Structural Issues, Legislative Gaps and Capacity Issues. Given the speed of Jamaica's legislative process and the prevailing economic conditions, the latter two groups of issues would require more time to be dealt with. The structural issues therefore had the greatest chance of being addressed in the short term. Chairman Harriott sought to impress upon the Minister that he should place some emphasis on this area.

In wrapping up, Prof. Munroe noted that there ought to be additional forums of this nature – possibly twice yearly. Having established most of the underlying issues, we could seek to focus on particular areas of concern in those subsequent fora. He also reminded the participants of the POCA manuals which NIA was working on, which should be very beneficial to several of the agencies. He invited the representatives to share with NIA a list of recommendations arising from the discussions, which NIA would in turn incorporate into our public advocacy.

Conclusion and Aftermath

NIA is pleased to have facilitated lively, frank and forthright discussion between the heads of these agencies and hopes that the resultant decisions contribute to progress in the reduction of bureaucratic impediments - leading to more effective combat of corruption and the concurrent building of integrity. Follow up by the Executive Director indicates that the FID and FSC heads have met to see how they can work around gaps in supervision, particularly of Suspicious Transaction Reports (STRs). It is anticipated that progress on this and other issues will be reported at the next such roundtable.

Engagement with the Political Directorate on Key Legislation

Two key legislative goals were pursued throughout the year, namely: the passage of Campaign Finance Reform legislation and legislation to implement a Single Anti-Corruption Agency, with prosecutorial powers. The lobby efforts that are detailed here were complemented by the public speeches and media campaigns, which are covered later in the report. It is important to understand that Jamaica's legislative programme for the 2013/2014 Parliamentary year contained 129 items – at various stages – as at July 31, 2013. On average, some 30 items become law each year and in the year 2012/2013, the parliament fell short of this average. This underscores the challenge and impact of getting sufficient attention paid to items NIA sees as priorities, while ensuring that the resulting legislation is neither stalled nor watered-down.

In addition, there exists a contestation, identified in the previous administration and in the current government between interests who do not want reforms to take hold, on the one hand, and on the other, reform-minded ministers. To ensure the progress of key legislation NIA, while advancing advocacy on the ground, had to strengthen relations with the reformists and at the same time criticize - where appropriate - unacceptable conduct of the administration. This criticism had to be firm; for example: the Azan/Spalding case, issues pertaining to the Political Code of Conduct and attempts at limiting the powers of the Office of the Contractor General. This has had to be done in a manner that did not weaken the position of the reformists nor give substance to allegations that NIA was anti-government.

This latter occurrence would have closed access to the reformists and united them with their opponents in resisting NIA proposals. Achieving and sustaining this balance was a challenge previously identified and which NIA is successfully managing.

Single Anti-Corruption Agency

Speaking at NIA's stakeholder forum on December 9, 2013, Minister of Justice, Senator the Hon. Mark Golding indicated that a draft of the bill to implement the Single Anti-Corruption Agency, now dubbed the 'Integrity Commission' has been prepared. "The bill is now before the legislation committee of Cabinet, with the intention being to complete the review and bring the bill to Parliament before the end of the legislative year."

It is worth noting that the relaxation by the World Bank of a condition – created on NIA's advocacy - tying the tabling of the bill to a Policy Development Loan, has led to a delay in the bill being brought to Parliament. The condition was relaxed on the grounds of seeking to avoid the tabling of a 'watered-down' legislation. Despite this concern, the draft bill - which was no doubt hastened in its completion by the existence of that conditionality - has been reviewed by NIA and found to be of substance. NIA continued to advocate for the speedy implementation of the Integrity Commission and the securing of prosecutorial powers, especially in light of the absence of alacrity by the Office of the Director of Public Prosecutions in ruling on corruption matters.

A significant marker was crossed with the tabling of the Integrity Commission bill (as the Single Anti-Corruption Agency was renamed) in the Senate on March 14, 2015. At the time of tabling, it was announced that a Joint Select Committee (JSC) of Parliament will review the bill.

NIA subsequently issued a press release on the matter.

March 17, 2014

NIA Welcomes the Senate's Tabling of Integrity Commission Act, Calls for Urgent Passage

National Integrity Action (NIA) welcomes the tabling of the Integrity Commission Act in the Senate, which will, in the words of the object of the Bill, create a Single Anti-Corruption Authority "to promote and strengthen measures for the prevention, detection, investigation and prosecution of acts of corruption".

Efforts of successive administrations to achieve this objective by legislation have either been derailed, stalled or proven insufficiently effective. This shortfall adds to concerns amongst the Jamaican people that corruption is too high and that the authorities need to do more to combat it. Worse, it contributes to the perception reflected in the UNDP's Citizen Security Survey, 2010 that "powerful criminals go free" and "politically connected criminals go free" (52.7% and 57.8% respectively).

These perceptions erode confidence in Jamaica's system of democratic governance and the delivery of justice. NIA calls on the private sector, civil society, churches, citizens of goodwill - including members of

both sides of the Parliament - to support the expeditious passage of the Integrity Commission Act into law, its implementation and robust enforcement.

Much of the contents of the press release were carried in a Gleaner article published the following day <http://jamaica-gleaner.com/gleaner/20140318/lead/lead8.html> “NIA Wants Speedy Passage of Integrity Law”

The Private Sector Organization of Jamaica (PSOJ) and the Jamaica Manufacturer’s Association (JMA) - two of the island’s major private sector groups - disseminated press releases endorsing the tabling of the legislation; with the latter’s statement explicitly support NIA’s position.

The Jamaica Manufacturers’ Association (JMA) supports the National Integrity Action’s call to fast-track the passage of the Integrity Commission Act. This is a positive move to secure the integrity of our country, as government officials must be held accountable for their actions and the proposed Single Anti-Corruption Authority will assist in establishing good governance.

...

The implementation and enforcement of the Integrity Commission Act will demonstrate the commitment of our parliamentarians in eliminating corruption, rebuilding trust and ensuring transparency, accountability and responsible leadership.

Whilst this bill is by no means perfect, its tabling represents an advance, hard fought for by NIA and others; particularly, in its granting of prosecutorial powers to a Single Anti-Corruption Commission. Ensuring passage of this Bill, without significant weakening, shall require very special application by NIA and reform-minded partners (inside the government and the opposition, the private sector, civil society groups and external allies). NIA also intends to make a submission to the JSC that will be reviewing the bill.

For much of the rest of the year, the obligation on the parliament to satisfy the legislative benchmarks of the ongoing IMF agreement pushed back the timetable for debating and passing other bills, which has delayed the work of the Joint Select Committee on the IC bill.

The down-time created by this delay is nevertheless being fully utilised. Following the tabling of the bill, an NIA volunteer was asked to undertake a legal review of the bill and subsequently provided an assessment of its strengths and weaknesses. NIA staff also carefully read the bill to fully orient themselves with it and to seek to match the bill with the recommendations of the advisory group's report - from which the bill was developed. These assessments facilitated the development of a factsheet, designed to quickly give readers the antecedents of the draft legislation, its strengths and weakness and importantly how these weaknesses could be alleviated. This factsheet has been circulated to various stakeholders. There has also been a series of informal meetings with political actors and stakeholders to gauge the extent of opposition to and support for the bill amongst parliamentarians as well as other key players. These consultations are helping to refine NIA's line-of-march on the bill as well

as the positions that will be taken in our presentation to various fora - in particular the Joint Select Committee that has been established to review the bill.

Following the Parliament's summer recess, NIA issued a press release which was reported on in the **Gleaner** <http://jamaica-gleaner.com/latest/article.php?id=55326>, calling for priority to be given to passing urgently-needed anti-corruption legislation. In what may be deemed as an endorsing response, Minister of Finance and Planning, Dr. Peter Phillips acknowledged that addressing corruption remains a priority of the government. The Minister made this statement at a conference at the UWI, Mona on September 11th, as reported in the **Jamaica Observer** <http://www.jamaicaobserver.com/news/Addressing-of-corruption-a-priority--says-finance-minister-17544670>. NIA hopes this prioritization will lead to urgent action in this area.

Campaign Finance Reform

On Campaign Finance Reform, the ECJ's second report on Campaign Financing was debated in the Senate with passage on November 1, 2013. This is important as the report now has bi-cameral support, coming in the wake of suggestions that the report would have bypassed the Senate. Since that time, the Minister with responsibility for electoral affairs, Phillip Paulwell has indicated that the drafting instructions are being prepared for submission to Cabinet. He also indicated that consideration is being given to taking the bill to a joint select committee of Parliament. This is not favored by NIA, as it not only goes against the existing convention regarding the ECJ – which has bi-partisan composition – but it is a can be used as a means by which to delay progress and passage of the legislation. NIA shall continue its public advocacy and private lobby in an effort to ensure speedy passage of the bill.

The delays caused by the need to prioritize the IMF-related legislation, which affected the Integrity Commission Bill also affect CFR and its precursor Bill for Political Party Registration (PPR). Nevertheless, slow progress was made in the iterative process of drafting the bills, involving the Electoral Commission of Jamaica and the office of the Chief Parliamentary Counsel.

On September 9, 2014 legislation for the registration, regulation and funding of political parties was tabled in the House of Representatives. This long-championed bill seeks to amend the Representation of the People Act (ROPA) to achieve these objectives. NIA issued a press release on the following day, which is reproduced here:

NIA WELCOMES, AS A FIRST STEP, THE BILL TABLED TO REGISTER POLITICAL PARTIES

National Integrity Action welcomes, as a first initial step, the amendment to the Representation of the People's Act tabled in the House of Representatives yesterday, (September 9, 2013) towards regulating political parties given their vital and important role in the public affairs of Jamaica. We acknowledge that the requirements in the Bill for Party Registration introduce a degree of transparency in their operations.

In particular, we note the provisions requiring a registered political party to submit annual financial returns to the Electoral Commission of Jamaica, including “a statement showing the sources of funds”, and attaching a significant penalty for conviction for willfully falsifying a party’s accounting records.

National Integrity Action also acknowledges the provision for a degree of state funding to parties, subject to certain provisions. This is a step towards modernising Jamaica’s governance and brings our country in line with two thirds of the World’s states which provide for direct public funding of political parties.

The Party Registration Bill, however, is incomplete by itself and needs to be followed speedily by the tabling and passage of the Bill regulating Campaign Finance. This latter, in accordance with the report of the Electoral Commission approved by Parliament last year, in November 2013 should:

- **Set contribution limit to parties**
- **Declare funds from illegal sources “impermissible”**
- **Disclose publicly ‘big donors’ and contributors with large government contracts**
- **Establish a robust monitoring and enforcement system**

NIA therefore calls on the Government to ensure speedy passage of the amendments tabled yesterday and to speedily introduce the companion Bill regulating Campaign Finance.

The debate on this bill is expected to take place early in the 1st quarter FY 2015 and NIA will continue its public and private lobby to have this bills – as well as CFR – debated and passed urgently by the Parliament, without being rendered ineffective.

Issues of Good Governance

Throughout the year, there were several major issues, which NIA engaged that centered on good governance and transparency, including one that carried-over from the last quarter of FY 2013 into this year.

The first was the Azan/Spalding affair, where State Minister in the Ministry of Transport and Works, Richard Azan M.P resigned from his ministerial position under the weight of civil society’s calls, led by NIA, for him to do so or be fired. Having accepted Azan’s resignation on September 20, 2013 the administration proceeded to reinstate Mr. Azan on November 14, 2013. This action drew the ire of civil society, with NIA issuing a press release within the day denouncing this act.

The second issue surrounded the bidding process to construct a 360 Megawatt electricity generation plant for the national grid. In the process of conducting our due diligence on one of the bidders, Professor Munroe – wearing his hat of radio programme host – interviewed Australian Journalist Michael West on *Jamaica Speaks* on October 7, 2013. The full audio of this interview is available on NIA’s YouTube channel <http://www.youtube.com/watch?v=DKtdd90cdZA>.

Subsequent to that interview, NIA wrote to the Financial Investigations Division seeking clarity on behalf of the public on the due diligence process that was being carried out on the bidders.

NIA continued to monitor this issue, as it not only concerned very important matters of transparency and accountability, but - given the importance of energy prices to commercial and residential users - has the potential to impact the broader Jamaican economy significantly.

Three months following our open letter to the head of the Financial Investigation Division, NIA wrote another open letter - dated January 13, 2014 - to the head of the Office of Utilities Regulation (OUR), asking for details on the due diligence process. Insufficient clarity was provided in the OUR's response of January 21, 2014, as well as a refusal to divulge the details of the due diligence process and so another open letter was sent on January 29, 2014. Subsequent to this, the Director General invited the Executive Director to a meeting at the OUR's offices.

At that Feb 5, 2014 meeting, the Director General and key members of his staff met with NIA's Executive Director and three members of the NIA team. In that meeting the OUR sought to justify and/or explain the stances it had taken at several junctures in the process. There was also an appeal to NIA to maintain balance in its media statements, even as we sought to ascertain information. The OUR also outlined some of the safeguards that were being built into the licence and their concomitant penalties. Throughout the meeting Prof. Munroe stressed the need for transparency and the issue of public education.

Subsequent to this meeting, with reports that the due diligence report was complete, a third letter was written to the OUR, pressing again for clarity on the outcomes of process. NIA's intervention, was likely the reason for the independent members of the Energy Monitoring Committee being unwilling to support the OUR in recommending the granting of the licence to the minister at that stage.

While there have been a few dissenting voices (as evidenced by this **Gleaner** Letter to the editor "NIA has no business demanding EWI disclosure" <http://jamaica-gleaner.com/gleaner/20140205/letters/letters1.html>), the majority of feedback from the public has been supportive of NIA's stance on calling for greater transparency. This **Observer** Letter to the editor is much more representative, echoing NIA's calls for transparency and clarity "What is the real cost of energy?" <http://www.jamaicaobserver.com/letters/What-is-the-real-cost-of-energy-16172721>

With reports emerging that the OUR was preparing to recommend the issuing of a licence to EWI, NIA disseminated a press release on March 19, 2014, the contents of which are reproduced here:

Is Due Diligence Complete?

National Integrity Action (NIA) notes with concern statements made by the Director General of the Office of Utilities Regulation (OUR), concerning that office's intention to recommend the licensing of Energy World International (EWI) to operate a 360 Megawatt Project, without any clear indication that due diligence requirements have been met.

NIA commends the OUR Director's previously stated commitment to pursue information critical to the capacity of the Preferred Bidder, EWI, to deliver on the 360 Megawatt Project. We join with the Office of the Contractor General (statement released March 6, 2014) and Energy Monitoring Committee (February 1, 2014) in underlining the importance of thorough due diligence on this Project. This is important in verifying the financial capability and track record of the Preferred Bidder, the progress of projects the Preferred Bidder is currently undertaking and the proposed fuel sources for the Project.

Apparent delays on the part of EWI in the provision of requested information have raised concerns that have serious implications for the successful execution of the Project.

Given the critical importance of the cost of energy to every Jamaican household and business, to our growth strategy and to national development, we support the OUR in its fulfillment of its statutory obligations to uphold the best interests of the people of Jamaica in its scrutiny of this necessary Project. We remind the OUR Director of his stated intentions in commissioning due diligence on the Preferred Bidder, outlined in a January 13, 2014 letter to NIA, namely, to determine "(a) if there are issues that disqualify EWI; and (b) if there are issues that give rise to the need for additional safeguards."

NIA calls upon the OUR to explicitly notify the public of (a) its satisfaction with the qualifications of the Preferred Bidder, EWI; and (b) its contentment that the interests of the Jamaican people will be adequately safeguarded in EWI's execution of the 360 Megawatt Project. Such explicit notification need not breach any confidentiality around the due diligence.

NIA maintains that a recommendation to the Minister of Science, Technology, Energy and Mining, for the issuance of a license to EWI to supply electricity generating capacity, should only come after the previously stated requirements have been satisfied. We also call on the Energy Monitoring Committee to indicate its level of satisfaction with EWI.

In the absence of this level of satisfaction, which the OUR, supported by the OCG, previously indicated it desired, NIA calls on the OUR to reconsider what at best is a premature recommendation, reversing its previous position. Should the authorities nevertheless proceed, NIA wishes to place on record its disagreement with the grant of the licence to EWI without due regard to the interests of the Jamaican people.

In each of these instances, there was significant media coverage generated. Tellingly, the intense and multi-dimensional activity led by NIA against the 360 Megawatt licence being awarded to EWI could only delay for two (2) months but not prevent the recommendation from the OUR being made. It appears however that this resistance – which included the Private Sector Organization of Jamaica, (PSOJ), the Energy Monitoring Committee (EMC) and other civil society organizations – led to more robust conditions in the proposed licence. NIA continued to monitor this issue given the national priority that the reduction of electricity rates constitutes, the political and practical significance of this project to the majority of Jamaicans, the potentially high risk of challenges to good governance inherent to the project and the need for vigilance around transparency and accountability.

Early in the third quarter confirmation was received that despite concerted advocacy, Energy World International (EWI) had been granted the licence. On April 28, 2014 NIA wrote an open letter to the Minister of Science, Technology, Energy and Mining Hon. Phillip Paulwell. In keeping with NIA's considered information-gathering and alliance-building approach, this timely letter benefitted from the insights of the civil society representative and Co-Chair of the Energy Monitoring Committee and the endorsement of the Jamaica Civil Society Coalition. The letter was copied to the Jamaica Civil Society Coalition, Chairperson – Rev. Paul Gardner; the Office of Utilities Regulations, Director General – Mr. Albert Gordon and the Minister of Finance and Planning – Dr. the Hon Peter Phillips. It is reproduced in full here.

Left in the Dark on Megawatt Project

We understand from a public statement made by you on April 15, 2014 that Energy World International (EWI) has been granted a license to deliver on the 381 Megawatt Project (formerly 360). We also understand that you, with input from EWI, made changes to the license as drafted by the Office of Utilities Regulation (OUR) and commented on by the Office of the Contractor General (OCG) and the Energy Monitoring Committee (EMC).

To date, the public is yet to be notified as to what changes were made to the license, the safeguards included in the license and the reason behind these changes. This is wholly unsatisfactory and entirely inconsistent with the Government's stated commitment to transparency and accountability.

We would like to remind you and the public that the license as proposed by the OUR stipulated that EWI meet the following (OUR release on March 31, 2014):

- A performance bond of USD \$37 million within 10 days;
- A fuel supply plan (30 days) and fuel supply agreement (45 days);
- A financing plan; and
- An implementation plan with schedules.

These conditions were set out to ensure the long term viability of the project and to protect the interests of the Jamaican people. To our best understanding, 10 days have passed since the signing of the license. The public and interested parties are unaware if the first safeguard condition, the provision of a performance bond of USD \$37 million, was adjusted in the new license. As such, it is a matter of guesswork whether or not EWI has failed to meet this obligation, if this safeguard was removed or if other safeguards have been agreed upon to replace it.

It appears that not only the public, but two critical bodies monitoring this Project, the OUR and the EMC, have also been kept in the dark.

The OUR only received the license and draft implementation plan on Thursday April 24, 2014 (The Gleaner, April 26, 2014). We are gravely concerned that the body legislated to "regulate the provision of prescribed utility services by licensees" and to "ensure that the needs of the consumers of the services provided by the licensee are met" (The Office of Utilities Regulation Act) is not yet in a position to verify

whether or not the licensee has broken its first obligation or, more generally, its level of satisfaction with the safeguards in the adjusted license.

The EMC is also not yet in a position to advise the public of its level of satisfaction with the adjusted license. This body was set up with the mandate to monitor key areas towards the successful implementation of the 381 Megawatt Project, including the acquisition of fuel and proper financing arrangements. It has representatives from the public, private and civil society sectors. It is our concern, that without due consultation and timely access to the adjusted license and other documentation, this body cannot play its critical monitoring role on behalf of the public and the constituencies that lobbied your Ministry for its establishment.

We appreciate that your mandate is to ensure that Jamaican households and businesses are paying less than the current exorbitant costs for electricity. However, the lack of transparency and in fact, secrecy, with which the bidding and licensing of EWI has been handled thus far, contributes to an unnecessary suspicion and lack of faith in the process surrounding this Project.

We request an immediate and fulsome public update from you on:

- The adjustments made to the license;
- The safeguards built into the license; and
- Any changes to the anticipated 26-month timeline and expected reduction in electricity costs as a result of the renegotiated license.

We also request meaningful assurance that the EMC will be duly facilitated in carrying out its critical monitoring role.

This information will help us, as interested parties and citizens, play our role in tracking this important Project and holding EWI to account towards its successful implementation.

Though this letter did not garner a direct response from the Minister, it added significantly to the media coverage and critical discussion of the issue. This included Deputy Director-External Relations, Ms. Nadiya Figueroa, signee on the letter, appearing on **RJR's Beyond the Headlines** and **Nationwide News** less than two hours after the dissemination of the press release. **Nationwide 90 FM** also read the entire letter on air the following day, while the **Gleaner** and the **Observer** both excerpted the letter in reports carried on April 29, 2014.

At around the same time, adding fuel to the fire were reports of the IDB's refusal to offer financing to the project, citing the procurement missteps detailed in the Contractor General's report of September 2013 as the basis for this position. NIA had highlighted the issue of procurement and other procedural breaches in the Energy Project in its presentation to the IDB's civil society consultative group in the previous quarter. On May 6, 2014, Minister Paulwell, now under significant pressure to directly address the breaches in the Energy Project and to rescind the license to EWI, in his contribution to the Sectoral Debate in Parliament, announced the appointment of a new Energy Sector Enterprise Team (ESET) to oversee the full implementation of the construction of the energy plant.

On June 1, 2014 the final appointees to the ESET were announced and coincidentally now included an NIA Board Member. News of this paralleled with Professor Munroe sharing some areas of concern with the media, as carried in a Gleaner article <http://jamaica-gleaner.com/gleaner/20140602/lead/lead7.html> 'Munroe raises concerns as electricity team named' on June 2, 2014. The questions sought clarity on the function and authority of ESET as well as an update on the revocation of the EWI licence. Shortly thereafter a Terms of Reference for ESET was released, and confirmation came that EWI had been given notice of the revocation of the licence.

NIA would in no way claim full attribution for the events and the way they unfolded; that was a product of a chorus of voices which attained sufficient momentum to cause the Government to alter its path. That being said, NIA did play an important role in marshaling the discussion and the momentum generated and will continue to do so – in relation to this matter and others that may arise – as we seek to positively contribute to the nation's development by encouraging accountability and transparency.

In addition, NIA also used the occasion of the publication of the 2014/2015 Global Competitiveness Report, which is spoken to in greater detail later in this report, to once again call on the powers that be to act decisively to stem to seeming ubiquity of corruption in Jamaica. That September 8 press release is included here:

NIA CALLS FOR URGENT ACTION ON ANTI-CORRUPTION LEGISLATION

In light of the 2014/2015 Global Competitiveness Report

As the House of Representatives resumes on Tuesday, September 9 after the summer recess, National Integrity Action calls on the Government and the Parliament to give urgent priority to the passage of long pending anti-corruption legislation. This against the background of corruption (according to the just released 2014/2015 Global Competitiveness Report) remaining 1 of the top 3 "most problematic factors for doing business in Jamaica", despite the country's welcome improvement in international competitiveness rank.

The Bills in need of urgent attention are:

1. **Political Party Registration and Funding.** The report of the Electoral Commission of Jamaica (ECJ) on this matter was approved by Parliament in November 2010.
2. **Campaign Finance Reform.** The report of the ECJ was debated and approved in September 2013 (by the House) and November 2013 (by the Senate).
3. **The Integrity Commission Bill.** This Bill with checks and balances provides for a Director of Corruption Prosecutions and was tabled in March 2014, and a Joint Select Committee established. The IC Bill follows the inability of the previous Golding administration to pass a law, tabled in 2008, to establish a Special Prosecutor for Corruption.

Together this package of new measures would provide necessary levers to tackle corruption more effectively and, thereby, strengthen Jamaica's capacity to provide decent jobs, build more schools, enhance health services, better rehabilitate roads and improve water supply systems.

Among other requirements under new anti-corruption legislation:

- Political parties would have to be registered and regulated as other public entities.
- The identities of big donors to parties and contributors with large government contracts would have to be disclosed
- Unregulated financial organizations (like OLINT) would be prohibited from contributing to political parties.
- A Single Integrity Commission would be set up merging the current 3 anti-corruption commissions into one with powers to prosecute the corrupt through the new office of Director of Corruption Prosecutions.

The continued absence of these provisions and attendant action has contributed to:

- The corrupt enjoying impunity from law enforcement and thereby Jamaica's underperformance in coming to grips with what the country's National Security Policy identifies as a No. 1 clear and present danger.
- The perception amongst Jamaicans and in the international community that Jamaica is highly corrupt
- The continued low level of confidence amongst our people in critical institutions of governance and the erosion of respect for the rule of law.

NIA has also begun to make its voice heard in relation to the inequities that exist in relation to economic conditions facing the country, in particular in terms of the IMF agreement and the ongoing issues with tax evasion. On August 29 an open letter was written to Minister of Finance and Planning, Dr. Peter Phillips M.P. This letter was published by the Jamaica Observer on September 8 <http://www.jamaicaobserver.com/news/What-are-you-doing-about-these-big-tax-dodgers--Minister-17504056> with the caption "*What are you doing about these big tax dodgers, Minister?*"

Local Governance - SDC Conference Series

The SDC series of parish conferences – which receives full reportage further in this document – also provided an opportunity for NIA to engage with members of the political directorate. At the central government level, this would have been in the person of Minister of Local Government and Community Development, Hon. Noel Arscott M.P, as well as his Junior Minister, Colin Fagan M.P. At the Local Government level, this would have involved the Parish Council leadership at the eight (8) conferences at which NIA was represented. It is our opinion that the amicable relationships developed at both levels will redound to future mutual benefit.

NIA's support for the passage of laws facilitating local government reform, as evidenced by support for the series, also represents an area of advocacy NIA may undertake in the near future.

NIA 2nd Year Commemoration & International Anti-Corruption Day

Church Service

On Sunday December 8, 2013 National Integrity Action's 2nd Anniversary commemoration commenced with a church service at the Sts. Peter and Paul Roman Catholic Church in Kingston. This served the dual purpose of marking the occasion, while continuing to build partnerships at all levels of society, and in particular with the church. The seeds of this church service were sown in the aftermath of NIA's 1st year celebration, when Archbishop Emeritus of Kingston, Donald Reece asked that NIA consider Sts. Peter and Paul for its 2nd anniversary service of thanksgiving.

An inspiring and most appropriate Homily was delivered by His Grace Charles Dufour, head of the Roman Catholic Church in Jamaica. Executive Director Trevor Munroe, who is a parishioner of the church, read the first lesson as well as delivered greetings to the congregation on behalf of NIA.



A section of the congregation at the church service, with NIA staff and specially invited guests in the foreground.

In excess of 400 persons were in attendance; among them were NIA staff and specially invited guests, including Chief Justice Zaila McCalla; His Excellency Robert Ready, Canadian High Commissioner and head of the Revenue Protection Division, Major Johanna Lewin. Also in attendance were Contractor General, Dirk Harrison and his wife Diahann Gordon-Harrison, Children's Advocate. Americas Regional Director at Transparency International, Alejandro Salas was also present to share in the commemoration, being in Jamaica at NIA's invitation for this and other reasons.

News of the church service was broadcast on **Love 101 FM**, with a delayed broadcast of the full service aired on Sunday December 22 on **RJR 94 FM** - coincidentally, the same day NIA's second anniversary supplement was published in the gleaner.

The Supplement

As with our first year commemoration, NIA again produced a supplement as a compendium of the organization's work over the preceding year. As mentioned previously, the supplement was disseminated via insertion into the **Sunday Gleaner** of December 22, 2013. Copies of the supplement will also be distributed in town hall and other such meetings throughout the year, as well as via electronic channels.

The supplement includes messages of support from the Governor General, the Prime Minister and the Leader of the Opposition and has again raised NIA in the minds of the public, as evidenced by new volunteers & callers to the office. This response – which was also seen last year – reinforces the need for an ALAC, as a dedicated mechanism to lend support to victims and witnesses of corruption. The supplement also details NIA's position of several issues of accountability, integrity, transparency and governance, while presenting various aspects of work, including:

- Training and sensitisation seminars held
- Engagement of youth
- Town hall meetings
- Public presentations - locally and internationally
- Advocacy around critical issues

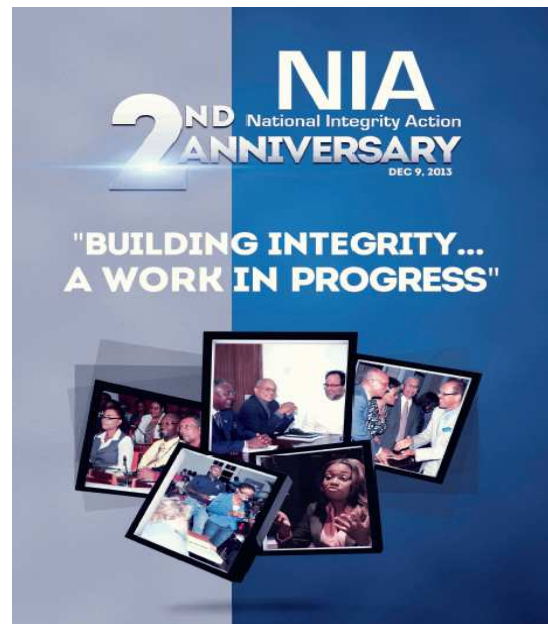
By presenting this broad range of activity, the supplement helps to dispel the notion held by some that NIA's only sphere of activity is in the media. The endorsement by the state and political leadership of the country also serves to buttress NIA's legitimacy and guard against partisan attacks.

International Anti-Corruption Day

The latter half of NIA's commemoration of UN International Anti-Corruption Day was a small gathering of stakeholders, held on December 9, 2013 at the Jamaica Conference Centre in Downtown, Kingston. The event was co-branded with the local office of the United Nations Development Programme, whose theme for the day was *"Zero Corruption, 100% Development."*

NIA invited participants from stakeholder organizations including anti-corruption agencies, civil society, the international donor/diplomatic community, the media and community based organizations. Among persons accepting the invitation were:

- Hon. Zaila McCalla – Chief Justice
- Mr. Paul Burke – Chairman of the Social Development Commission
- His Excellency Robert Ready – Canadian High Commissioner



- Mr. Dirk Harrison – Contractor General
- Mr. Greg Christie – Former Contractor General & Principal Advisor to NIA
- Ms. Jeanette Calder – Executive Director of the Jamaica Civil Society Coalition

The speakers at the event were NIA’s Executive Director, Trevor Munroe; Transparency International’s Regional Director for the Americas, Alejandro Salas; Minister of Justice, Senator the Hon. Mark Golding, representing Prime Minister the Hon. Portia Simpson-Miller; Mr. Andrew Holness MP, leader of the Opposition and Ms. Sonia Gill, Programme Coordinator at the UNDP, who deputized for the Resident Coordinator Dr. Arun Kashyap. The session was chaired by NIA’s Deputy Director - External Relations, Nadiya Figueroa.

Ms. Figueroa commenced proceedings by thanking those in attendance for partnering with NIA over the preceding year, stating that “Everything we do is done in partnership.” She noted that corruption is now – more so than ever – a part of the national conversation, with the priority pieces of legislation being Campaign Finance Reform and the creation of a Single Anti-Corruption Agency with prosecutorial powers.



Nadiya Figueroa makes her opening remarks as (l-r) Hon. Mark Golding, Prof. Trevor Munroe, Hon. Andrew Holness and Alejandro Salas listen intently.

Alejandro Salas spoke briefly about the work of Transparency International in the world, noting that TI was celebrating its 20th anniversary in 2013. He spoke at greater length about where NIA – and similar organizations around the world – stand in the fight against corruption. He noted that one of the principles held by TI is that, “Corruption is very similar around the world, but the way to prevent and stop corruption requires a lot of local expertise; there is no one size fits all.” It is necessary to define priorities, identify allies and strategize accordingly.

He noted that over the past two years he had been working with NIA and it has proven to be a very important and interesting chapter. Mr. Salas indicated that he was happy to be celebrating International Anti-Corruption Day in Jamaica as we were very unique, and also a bit ahead of the rest of the TI movement. He explained that in the organization's 20 year history, the early years were spent on awareness-building. Very quickly this moved in the 'supply of anti-corruption mechanisms'. We now know it's not enough to raise awareness, it's necessary to engage the citizens and other actors and to demand more change. NIA, he stated, was born doing both of these things; which is why NIA is ahead of the curve.

Alejandro concluded his presentation by speaking about TI's ongoing "No Impunity Campaign," noting that this was not a day to simply remind people of corruption, instead it was an opportunity to invite people to become a greater part of the solution.

Mr. Andrew Holness opened by referencing his presentation at NIA's launch two years prior, while he was Prime Minister. He repeated a comment made then, "Wherever there is corruption there is inefficiency, and wherever there is inefficiency there is inequity. The truth is that the flipside to corruption is inefficiency." He noted that when systems are inefficient, people will seek a way around it. Therefore, in responding to the question of what Jamaica needs to do – as posed by Ms. Figueroa – he suggested that Jamaica needs to address the efficiency of its bureaucracy, which could spur growth in the short-term.

He indicated that we also need the growth to be sustained over a number of years, stating that corruption is a threat to sustainable growth. This speaks to having institutions that can fight corruption and we have to invest heavily in the institutions that fight corruption. We cannot accept that corruption is a cultural thing! He urged the government to move swiftly to bring to parliament the new legislation for the Single Anti-Corruption Agency.

Mr. Holness congratulated NIA on its work, "I don't necessarily agree with all your statements and advertising, but I think it's good that you are doing the work you are." Referencing one of NIA's ongoing adverts, he added, "I don't believe that he who pays the piper should call the tune... And so I am and will always be a proponent of Campaign Finance Reform." He continued, "The commoditization of the vote is a very dangerous thing, and is the ultimate corruption, as it corrupts the will of the people." He stressed that the state and the political parties should play a role in keeping the corrupt out of politics and to this end Registration of Political Parties and Campaign Finance Reform are critical.

Minister of Justice, Senator the Hon. Mark Golding addressed the gathering next, on behalf of the Prime Minister the Most Hon. Portia Simpson-Miller who was not present, due to her attendance at the funeral of former South African President Nelson Mandela. Minister Golding began by responding directly to several comments and criticisms made by the previous speaker. In doing so, he outlined some of the reforms and attempts at streamlining and prioritization that were being undertaken by the administration. He spoke to:

- Improvements in the procurement process

- The introduction of mandatory e-filing for large taxpayers
- The adoption of a single platform for ports-users
- Increased jurisdiction of Resident Magistrates to better handle commercial cases before the courts

Minister Golding welcomed the opportunity to participate in the event. He congratulated NIA for staging the gathering and for celebrating its second year. “Corruption is no respecter of classes, and is committed across all levels of society,” he stated; while “secrecy and complicity allow it to thrive.” He argued that we will never win the war against corruption until we are able to tackle both sides, which is no easy undertaking. The continued combat of corruption remains necessary though, as no system is sustainable with no or low levels of integrity. Reducing corruption and building integrity are foundational to a successful society and we would be aiding corruption if we were to give up our fight, he continued.

Quoting from a 2009 TI report, which spoke to the potential for state-capture and a 2008 USAID report, which mentioned the role of interlinked elites in maintaining the status quo, the Justice Minister noted that the government is embracing strategies to fight corruption. These include:

- Widening the ambit of the Mutual Legal Assistance framework to include the British overseas territories
- The formation of MOCA, for which the effects of its approach is seen through the suppression of the lotto scam
- Asset recovery of POCA being extended to the Corruption Prevention Act
- Amending POCA to limit cash transactions for non-financial institutions

Senator Golding also spoke at length about the Single Anti-Corruption Agency (Integrity Commission) bill, which he noted was at an advanced stage. The importance of the prosecutorial power of the Integrity Commission was also mentioned, the body will also enjoy synergies created by MOCA’s investigative capacity. He also updated the audience on the status of Campaign Finance Reform, for which the Electoral Commission of Jamaica’s report had been approved by parliament and drafting instructions are being developed. In closing, he expressed a shared sentiment that as Jamaica adjusts to a new campaign financing culture, it is hoped that disclosure - as mandated by CFR - will eventually be public and not just to the ECJ.

The formal proceedings then took a respite, as students from Holy Trinity High School participating in the NIA-JCSC led Integrity Ambassadors Programme performed a cultural item. The performance, as captured below, was of a dub-poem jointly written by the students and the facilitators of the programme.

Ms. Sonia Gill from the UNDP stated that the audience’s participation is evidence of the importance accorded to eliminating the malignant effects of corruption. Corruption was described as, “A complex social, political and economic phenomenon that weakens democratic institutions by distorting electoral processes, impedes sustainable development, reduces efficiency, increases inequality and contributes to

government instability.” In this way it serves to undermine the attempts to achieve the Millennium Development Goals (MDG).



Integrity Ambassadors from Holy Trinity High recite their dub poem – It Haffi Stop

Ms. Gill noted that the World Bank has also estimated that annually nearly 20% to 40% of official development assistance (US\$ 20 to US\$ 40 billion) is stolen through high-level corruption from public budgets in developing countries. It is estimated that if only 10% of the money lost from corruption is channeled back to development, there would be enough funding to achieve the MDGs by the 2015 deadline. In closing, Ms. Gill noted that a collective stand was needed by all stakeholders in Jamaica in order to achieve the objectives of Vision 2030.

Executive Director of NIA, Professor Trevor Munroe delivered the keynote address. He thanked those present for attending and noted that NIA takes this opportunity along with our partners to continue the awareness building process. Prof. Munroe indicated NIA's belief that our people's understanding of the effects of corruption is growing. Along with this increased understanding, there are signs emerging of behavioral change – in particular reduced bribery - as captured by the LAPOP 2012 survey. This change is partially attributable to NIA's awareness campaigns as well as the JCF Anti-Corruption Branch's efforts to dismiss corrupt police officers, in addition to improvements made by the government in service delivery. Prof. Munroe also referenced Transparency International's 2013 Global Corruption Barometer Survey, which indicated that some 77% of the Jamaican population wants to get involved in the integrity-building/anti-corruption effort.

Despite these gains, he noted, there is much ground to be covered - particularly as it relates to the economy and the crime of illicit enrichment. On the economy, Prof. Munroe stated that the message that "less corruption = more investment = more jobs" needs to become ingrained, especially given the prevailing levels of unemployment and the need for more investment. This is against the background of the findings of the Global Competitiveness Report, that corruption is consistently in the top three of sixteen most problematic factors for doing business in Jamaica. For these and other reasons, the

Professor opined, “Jamaica’s Growth Strategy should therefore have anti-corruption measures at its core.”

Another area of critical concern is the investigation and prosecution of cases of illicit enrichment. Prof. Munroe recalled reading in the **Sunday Gleaner** of December 8, 2013 that of the cases involving the offense of ‘illicit enrichment’ referred to the Director of Public Prosecution by the Commission for the Prevention of Corruption, almost seventy eight percent (78%) have yet to receive a ruling. “The continued failure to rule on and, where necessary, prosecute cases of ‘illicit enrichment’ by the ODPP reaffirms the urgency of rationalizing our anti-corruption institutions into one institution with the specialist expertise to investigate and to prosecute this and other offences relating to corruption,” Prof. Munroe stated in his call for the urgent implementation of the Single Anti-Corruption Agency. Concluding, he called on the government to complement repeated positive words of promise with positive deeds.

The media’s coverage of the event was very pronounced, even if somewhat skewed in a sensationalist manner. **CVM Television’s** reportage during their main news broadcast was comprehensive. The **Gleaner** reported on the event the following day with the front-page headline ‘*Vote them out!*’ in a hyperbolic representation of Alejandro Salas’ call for Jamaican to not vote for corrupt politicians. **RJR 94FM** and **Power 106 FM** conducted outside broadcasts from the venue, which included live interviews of NIA representatives. **Power 106 FM** also broadcast significant segments of the main presentations, thereby ensuring a wider audience than those present. NIA Board Member, Martin Henry wrote an article on the commemoration, which was published in the Sunday Gleaner of December 15, 2013 <http://jamaica-gleaner.com/gleaner/20131215/focus/focus4.html>.

Building Public Demand - Town Hall Meetings & Public Fora

NIA-SDC-NAPDEC Local Governance Conference Series

Reaching the Communities – Forging Strategic Partnerships

An important element in spreading the message of the need to combat corruption and encouraging the building of integrity is public education and public engagement. NIA recognizes however that this task cannot be achieved solely through its efforts and as such have relied on partnership with agencies like the Social Development Commission (SDC) to mobilize at the community level (grassroots). As early as NIA's first public outreach, held in St. Ann in June 2012, the SDC has proven instrumental to the successful staging of community-engagement events. That relationship has continued and strengthened over this reporting period.

In September 2013, the Social Development Commission (SDC) in a meeting convened by NIA at its offices to formalize and improve existing relationships between the two organizations, introduced and sought support for a planned staging of an island wide series of conferences. These would begin in September and were slated to culminate in November under the theme "The Governance Framework: The Pathway to Local Economic Development" and would be staged in conjunction with the National Association of Parish Development Committees (NAPDEC). A major expected outcome of the conferences was stated as facilitating increased public advocacy for the timely passage of the revised Local Governance Acts. This was stated to be achieved by all CDC executives and members of the respective communities in which the CDCs operated across the island affixing their signatures to an island-wide petition to be presented to the Prime Minister of Jamaica at a planned event in early 2014. Other objectives included emphasizing the importance of local governance and its processes and making the link between governance and economic development in the minds of those in attendance.

NIA saw this as an ideal opportunity and platform from which the message of 'building integrity and fighting corruption' could be connected to local issues and be delivered across the entire island. It was also an opportunity to forge stronger ties with key 'people-centric' organizations such as the SDC and NAPDEC, which are vital in reaching people at the 'grass roots' level. As such NIA formally agreed to support the conference series.

NIA welcomed the opportunity, with the knowledge that the partnership and the activities expected from it would most certainly assist in the strengthening of the local government framework and processes through the dissemination of critical and useful information. It was also envisioned that the fervent discussions expected among participants of these conferences would prove empowering, allowing them to be more objective when making decisions, and to also be more discerning of their leaders and decisions taken on their behalf.

At the end of the first quarter eleven (11) conferences had been staged island-wide in Hanover, St James, Trelawny, St Ann, Manchester, St Elizabeth, Westmoreland, St Mary, St Thomas, St Catherine and Portland which saw an average audience of 120 persons present at each. NIA attended all but three conferences, namely St Catherine, St Elizabeth and Westmoreland owing to personnel constraints. At

these eight conferences NIA delivered greetings or made presentations and set up display booths offering information on the work of NIA, while seeking support for its mission.



Representatives of the Manchester PDC in a symbolic signing of the petition at the first conference in the series

NIA used the opportunity to publicly lend its support to the need for local government reform, citizens' participation and – also of equal importance – clearly and illustratively made the linkages to the problems and difficulties experienced at the local level and island wide to the fact that in many instances these were either created or not addressed because of the prevalence of corruption. NIA's message was well received, a fact highlighted in many instances by those in attendance.

Throughout the series, other presentations were made by:

- Members of the local governance structure (including councilors, mayors, and custodees) who lent their support to the citizens' cry for Local Government Reform.
- The Minister of Local Government and Community Development, Honorable Noel Arscott M.P and the Honorable Colin Fagan M.P, Minister of State in the same Ministry, who stated their support for local government reform because of its importance. Both sought to reassure citizens that progress was being made towards reform while urging that this was a process and asked them to remain patient even while agitating.
- Social Entrepreneurs, in particular representatives from the Office of Social Entrepreneurship at the Mona School of Business and Management, UWI. These presenters spoke to Social Entrepreneurship as an emerging paradigm in Jamaica and a way towards self-reliance and sustainability while providing income-earning opportunities.

- Community Members at each conference also made presentations highlighting success stories and challenges they faced in becoming economically viable and achieving sustainability.



A section of the audience at the St. Mary leg of the conference series

Clarendon SDC Conference

In continuing the collaboration with the National Association of Parish Development Committees and the Social Development Commission, National Integrity Action participated in a Parish Conference held at the St. Gabriel's Church in May Pen, Clarendon on January 15, 2014. Having been postponed in the final quarter of 2013, this conference was the twelfth in the island-wide series.

The conference was well supported with three hundred and seventeen (317) registered attendees - from fifty nine (59) of the seventy nine (79) communities in Clarendon. This included representatives from the seven development areas: Milk River, Lionel Town, Frankfield, Kellits, Chapleton, Spalding and May Pen. The figure also includes fourteen (14) – of a total twenty-two (22) – local government representatives from the Parish.

Supporting such a conference is in continuation of NIA's thrust to align itself with and support organizations that are representative of – and engaging with – the grassroots. It is anticipated that these organizations will assist in carrying the message of “integrity building” and standing against the corrupt and corruption in any form, by empowering citizens to demand transparency in all dealings of the government in a bid to foster greater social and economic development. As such, building a partnership with NAPDEC and SDC gives NIA a platform by which to reach out to and connect with citizens at the community level, thereby establishing “roots” and maintaining communication lines which will allow NIA to have “eyes, ears and legs” on the ground.

Speakers

The conference was chaired by Ms. Eurica Douglas, in her capacity as General Manager of the National Association of Parish Development Committees. Those invited to speak at the conference included:

Deputy Mayor Uphel Purcell; Secretary Manager of the Parish Council, Mr. Rowhan Blake; Executive Director of the Social Development Commission, Dr. Dwayne Vernon and Dr. K'adamawe K'nife, lecturer and researcher from the University of the West Indies, Mona who made a presentation on Social Entrepreneurship. Senior Consultant in the Ministry of Local Government, Mr. Keith Miller addressed the audience, as did the Minister, Hon. Noel Arcsott, MP, while Executive Director Prof. Trevor Munroe presented on behalf of National Integrity Action.

Highlights from Speeches

Dr. K'nife in his presentation spoke to the importance of organizations such as SDC, NAPDEC and the community groups which were in direct contact with citizens in communities and the work/projects being undertaken despite very limited capital budgets, which displays the 'Jamaican-ness' of those involved who "tun dem han' to make fashion¹". He noted that they were the foundation of the nation and any government which did not recognize this was "suicidal" or in fact "ridiculous". In addition, Dr. K'nife stated that whether or not Jamaica becomes the fourth node of the global logistics network, there will be a lot of money coming through the country, providing economic opportunities for all. As such, individuals should be allowed to access resources to take full advantage of opportunities that emerge.

Dr. Knife also spoke to the need for greater interest in social entrepreneurship and social enterprises within communities, which would enable them to become more self-reliant. He cited National Hero Marcus Garvey as a prime example of this with the establishment of the Black Star Line Shipping Company and various other business initiatives that benefited the people. He further stated that this kind of focus is necessary if we are preparing for Vision 2030, which should be centred on the youth as they are the future; thus, in moving forward we cannot take a partisan political approach.

Professor Munroe in his presentation explained how corruption blocked the pathway to local economic development. This would include business establishments, infrastructural development for movement of persons and goods, proper/sufficient water supply for communities and electricity/energy being delivered at a reasonable rate. He emphasized that programmes geared towards the fostering of economic development required more funding, referencing a NWC project to improve the water supply system for Clarendon which is estimated to cost USD \$5.8 billion from 2011 that has not been undertaken because of inadequate funding. In the same vein, more funding is needed for other public entities such as JSIF, HEART/TVET, NWA, SDC, and the Parish Councils.

Professor Munroe cited the World Bank, which stated that \$20 to \$40 of every \$100 of development assistance funds does not reach its target and as such, leaders needed to be held accountable for the way in which funds are spent. This is imperative in clearing the roadblock to prosperity and to ensure that money is not wasted or pocketed by the corrupt. The Professor stated, **"more funding, less waste and less corruption equals more prosperity"**. He added that local government is essential to this process and should empower communities to assist in the procurement process – ensuring that contracts are disbursed on experience and skills. Local Government should also prioritize projects in

¹ This colloquial expression, speaks to the ability to improvise, and to being resourceful in situations of constraint.

communities, ensuring value for money and guaranteeing that targets are reached, as well as organizing citizens to deal with crime.

Minister Arscott opened his address by stating that, “the government is committed to local government reform” and is working to have the Bill passed by March of this year. The government has given approval for the process to proceed to the next phase and so, the Bill is now before the Chief Parliamentary Counsel (CPC), with CIDA having committed to providing support in the drafting of the legislation. The Minister explained that the process was delayed by the fact that the Jamaican Constitution does not recognize local government and as such, the aim is to have it incorporated in the Bill. The three strategic laws that were promulgated in October 2013 are: Local Governance Act, Local Government Financing and Financial Management Act and the Local Government (Unified Services and Employment) Act. These Acts focus on the issue of good governance and the modernization of the local government system in Jamaica. The decentralization of government will allow communities to become more involved in the process of governance.

Minister Arscott, who is one of six Members of Parliament for Clarendon, also spoke to the issue of building and the building approval process. Concerns have been raised about the length of time that this normally takes. This is now being discussed by a Joint Select Committee which is being headed by Minister Robert Pickersgill, in a bid to eliminate the red tape. He noted in 2012/2013 there were 5,827 applications of which 4,558 were approved within the 90 days specified. This improvement is due to the introduction of a computerized system for the processing of applications which allows for tracking; nevertheless there are several agencies involved and this can lead to delays.



A section of the audience stands as the petition was being recited.

The Minister went on to indicate that no central government could regulate all the activities within the Parishes and communities. As such, work is being done to reposition the SDC. The SDC will focus on communities, helping them to develop in their area of specialty and to assist communities by showing

them where and how to get the necessary funding. In responding to concerns about the limited capital budget of the SDC raised by Dr. Knife, Minister Arscott explained that under the IMF regime the government has to be prudent as it cannot afford to fail and so, we have to live within our means - which will be challenging.

Highlights from Feedback/Q&A

Questions from Audience	Mr. Keith Miller's Responses
1. What does legal recognition mean for the PDCs and the CDCs? Does this make them all equal?	The Act states that they will be legally recognized and have legal status to own property, investments etc. as do other legal companies.
2. Will a user-friendly copy of the contents of the Act be made available for the lay people?	The PDCs and CDCs will have to work out how they relate to one another and that cannot be legislated. A user-friendly version will help in the execution of the Act and I will speak to Prof. Munroe about financing such a document.
3. Are we transferring power from central government to Councillors who have not signalled an interest by being late to this forum?	They were other meetings on-going that the councillors were participating in.
4. Will there be an oversight committee to educate and to oversee the financing of PDCs?	Budgeting must be done through a consultative process each year. This will inform people of the resources available so they are able to prioritise projects for community and know what they are prepared to pay.
5. Will the public get to see a draft, and so decide if they agree with the Act?	The Act was developed through an extensive consultation process including public consultations, which is why it has taken so long.
6. How do we measure the law's effectiveness, how do we make an evaluation?	Through implementation and work, citizens can assess its effectiveness and can make recommendations.



Prof. Munroe and Minister Arscott being interviewed for the radio broadcast in Clarendon

The conference was supported by an outside broadcast on **Irie FM** radio station, which conducted an extended interview of Minister Arscott and Professor Trevor Munroe. Other media houses present at the event were **RJR 94 FM**, **CVM**, **TVJ** and **GenSat** Community Cable Channel. **TVJ's** Sunday News

broadcast of January 20, 2014 carried Minister Arcsott speaking on the progress of the legislation, in response to a statement made by Prof. Munroe. The **Gleaner** also reported on the event <http://jamaica-gleaner.com/latest/article.php?id=50561>.

Overall the conference was a success, from the dual perspective of the strong turnout - the fruit of collaboration between the SDC and the Parish Council – and from the robust media reportage of the event. The connection between increasing accountability and strengthening local governance would have also been reinforced in the minds of the audience present, and those receiving the media reports.

Kingston and St. Andrew (KSA) CDC Conference

The Kingston and St Andrew leg of the conference series was held on February 27, 2014 at the St. Andrew Parish Church Hall in Half Way Tree. This conference maintained the theme of “*The Governance Framework: The Pathway to Local Economic Development.*”

The conference was addressed by officials such as the Mayor of Kingston, Senator Angela Brown-Burke as well as the chairman of the Kingston and St. Andrew (KSA) PDC, Mr. Joseph Cox and Chairman of the SDC, Mr. Paul Burke. With its focus on the importance of economic development, there was an engaging presentation by Dr. K’adamawe K’nife centered on a *Social Enterprise* model of community development, along with a presentation by Mr. Algernor Thomas from Caribbean Local Economic Development (CARILED).

Chairman of the Trafalgar Council, Joseph Cox apologized for not having a prepared text, but nevertheless delivered his message well. He spoke to some of the opportunities arising for persons interested in engaging in Local Economic Projects such as those on display at the conference. In particular he spoke to the recently passed Securities Interest in Personal Property Act, which allows persons to use non-traditional items as collateral for loans. He also suggested that the KSAC retake some functions from the Central Government. Mr. Cox urged persons to prepare themselves to take advantage of these opportunities. He also spoke to the LAMP programme, which allows persons who are in possession of land to acquire titles, which provides another means for persons to collateralize their possessions.

Professor Munroe and the Mayor, Senator Angela Brown-Burke were interviewed live on **Irie FM** radio, as a part of the outside broadcast.

The proceedings were adjusted to accommodate the presentation by Dr. K’adamawe K’nife. He used the slogan of the national development plan Vision 2030 (Jamaica, The Place of Choice to Live, Work, Raise Families and Do Business) to articulate the point the most of the participants do not have a visa, and so have no choice, but to make Jamaica the best place they can. Dr. K’nife delivered a very animated and interactive presentation.

He stated that the purpose of Local Government reform is to establish a platform for citizens to create opportunities to generate wealth. He stressed that people need to be empowered to help themselves, that is, to develop their social, political and economic capitals. He posited the Social Enterprise model – the main aim of which is to deliver social value in a sustainable manner, with an essential component

being income generation. He suggested that CDC's develop income generating mechanisms to support their work. He noted that the focus on social enterprise is not about reporting quantitative targets, but about making qualitative changes in the lives of people. He credited the participants with undertaking the task of community development and urged them to persevere; bearing in mind the potential deterioration that would follow if they were to stop.

Chairman of the SDC, Mr. Paul Burke spoke briefly on "The Essence of Participatory Democracy." He stated the purpose of the CDC's is to represent the interests of community, in the manner that a union would represent employees. He indicated that citizens must be able to have a say in the decision-making and implementation of policy and projects in Jamaica. He informed the gathering that a model-constitution was being developed for CDC's to use as a template to ensure proper governance and accountability by CDC's across the island.

There was an interlude for a cultural item in the proceedings, which took the form of singing accompanied by drumming. On resumption the panel discussion segment began, with the panelists being:

- Ms. Veda Fagan, of the Greater Brown's Town CDC
- Mr. Algernor Thompson of CARILED
- Ms. Yolanda Rainford of Your Biz Guide 365



Representatives from the KSA PDC symbolically sign the petition.

Ms. Fagan gave an overview of her community and the economic projects that were underway. She spoke of assistance that had been received and capacity built, to continue the community development process. Mr. Thompson gave much clarity to the larger CARILED programme, outlining its Caribbean-wide objective of building the capacity of communities; as well as outlining some of the details of the programme. Ms. Rainford's presentation was entitled "*Entrepreneurship – A Fight for the Solution.*" She advocated for the greater use of entrepreneurial principles as opposed to 'hustling', for small, micro and medium enterprises.

Professor Munroe gave recognition to the SDC and NAPDEC for their work in engaging Jamaicans at the community level. He also iterated the call for persons to sign the petition calling for the passage of the local governance act. He expressed the hope that the partnerships would provide the framework and the pathway to prosperity. He stressed the importance of integrity and accountability for strengthening local governance structures as well as the benefits to be attained by increasing transparency in government – both at the central and local levels. Prof. Munroe declared that NIA is not only supporting the passage of the Local Governance Act, but also the implementation of the Integrity Commission – which represents an amalgamation of the three existing Anti-Corruption agencies while adding prosecutorial powers. On this basis, he urged participants to be on the lookout for – and to take a stand by reporting - corruption or any form of malfeasance within their communities.

This conference, much like the others that preceded it can be considered a success on the metrics of audience turnout, and engagement with the speakers and the messages they conveyed. A central element of the conference series has been to generate support for the passage of the Local Governance Act. To that end, the petition effort has realized some 8,000 signatures from across the island, with this figure expected to rise as the tabulation of signatures is completed. With the Minister's statement that the legislation has reached the Parliamentary stage, NIA intends to continue to monitor its progress. We also intend to maintain and grow the relationship with the SDC and the Parish Development Committees as we pursue complementary and mutually reinforcing goals for the improvement of governance in Jamaica and ultimately, for the development of the nation and its citizens.

Overall Assessment

The Social Development Commission reports that the conferences largely achieved their objectives. The process of acquiring the needed signatures on the petition calling for the passage of the Local Government Act garnered upwards of eight thousand signatures. Community members have been informed and re-energized and continue their call and agitation for the proposed reforms to be passed into law.

NIA objectives have also been met. Through these conferences, NIA has now gone into parishes previously not visited and has brought the message of the need to not only combat corruption, but to act with integrity in all aspects of daily life. This is an important message and a necessary endeavor if NIA is to generate mass support for its mandate as a means to effecting meaningful change. The partnership with the SDC will continue beyond the conclusion of this series, and should grow from strength to strength as the organizations undertake their complementary mandates.

Public Forum on Campaign Financing

A Campaign Finance Reform Forum, themed “*Supporting Urgent Legislation*” was held at the University of the West Indies, Faculty of Law Building on December 11, 2013. The event was sponsored by National Integrity Action, Mona School of Business and Management, the Private Sector Organization of Jamaica, Jamaicans United for Sustainable Development and International Asset Services Ltd.

Members of Head Table/Speakers on Panel, including the Moderator:

- Mr. Richard “Dickie” Crawford - Chairman of Jamaicans United for Sustainable Development
- Professor Densil Williams - Executive Director of Mona School of Business and Management
- Professor Trevor Munroe - Executive Director of National Integrity Action
- Professor Archibald McDonald - Principal and Pro-Vice Chancellor of the UWI
- Minister Phillip Paulwell - Leader of Government Business in the House
- Mr. Dennis Chung - Chief Executive Officer of the Private Sector Organization of Jamaica
- Senator Tom Tavares-Finson – Opposition Leader of Government Business in the Senate



Speakers at the forum (l-r) Mr. Dennis Chung, Minister Phillip Paulwell, Prof. Trevor Munroe, Tom Tavares-Finson, Mr. Richard Crawford and Prof. Densil Williams

Attendees ranged from students to political representatives and members of civil society. The forum was broadcast live on **Nationwide 90 FM**, so despite a moderate turn-out, the listening audience would have been quite large.

Professor McDonald and Professor Williams brought greetings and remarks. Both highlighted the importance of the issue at hand and the University’s commitment to playing a role in public education. Professor Williams took the opportunity to stress that private sector integrity should be looked at, in tandem to public sector integrity, in Campaign Finance Reform.

Minister Paulwell, who has responsibility for the Electoral Commission of Jamaica and is the Leader of Government Business in the Parliament, focused on select areas of the report. He spoke particularly to the new requirements around registration of parties and the new criteria for permissible donors. He stated that his Government is “seized of the importance of this matter to the Jamaican people.” He also spoke to the process of getting the bill drafted and to Parliament. He committed that the report would be placed before the legislative committee of Cabinet before the end of the calendar year. After this there are still several steps, including Cabinet approval and the possibility of a joint select committee - for parliamentarians to review in detail - after tabling the Bill in Parliament. The Minister said that from his perspective the report had one omission - the matter of regulating lobbying groups.

Senator Tavares-Finson, Opposition Leader of Government Business in the Senate and member of the Electoral Commission of Jamaica, spoke to the process of compromise and consensus-building to arrive at the recommendations in the report. He noted that progress had to be made incrementally, given that getting the dominant political parties to open up their finances to the Electoral Commission and to the public was like “turning a tiger into a vegetarian.” And so a carrot and stick approach had to be taken. The carrots, or the incentives, for the political parties in signing onto Campaign Finance Reform, included demarcating an active campaigning period during which regulatory procedures will apply and also additional allowances of state financing. He highlighted that state financing of political parties has always been a part of the electoral process, for instance, in the funding of party scrutinizers. He stressed that the recommendations to be drafted into a Bill had the consensus approval of the Electoral Commission of Jamaica, of the representatives of both political parties serving as members on that body and by extension of the political parties. “The JLP supports these findings of the ECJ, remember, the ECJ deals with consensus, and I can say unequivocally that the Government, the PNP, also supports these recommendations of the ECJ.”

Mr. Dennis Chung, Chief Executive Officer of the Private Sector Organization of Jamaica and President of the Institute of Chartered Accountants of Jamaica (ICAJ) spoke to the importance of tackling the perception of corruption in order to raise business confidence, attract foreign investment and build the economy. He said that special attention should be given to the phenomenon of vote-buying and enforcement of sanctions in the implementation of the reforms.

Professor Munroe, Executive Director of National Integrity Action, made the link between secret campaign financing and the granting of tax waivers. As an example, throughout 2010 and 2011 the Government forwent between \$J 471 million and \$J 437 million per month respectively, through the granting of tax waivers, which is more than ten times the current average. The recently passed Omnibus Tax Incentive Act therefore closes one loophole. No longer – after all these years – will it be possible for big donors to get tax waivers at public expense as a kickback for big campaign contributions. Under the new system, waivers approved by virtue of Government of Jamaica contractual and legal obligations, as well as under the cap for minimum discretionary waivers, between May and September 2013 averaged \$J 41.6M per month.

He also highlighted instances of money being contributed to the political parties in the past from subsequently convicted criminals. He cited the case of David Smith reportedly donating US\$3 million and US\$5 million to the PNP and JLP, respectively, in the run up to the 2007 general elections.



Professor Munroe highlighted other Caribbean territories, such as Turks and Caicos, which had instituted Campaign Finance Reform, and urged Jamaica to move from a position of talking to doing. He stressed that the reform would not be perfect in the first instance, but legislation needs to be passed and future improvements can be made.

Questions from the audience included concerns around the auditing of campaign accounts, the tracking of smaller portions of money that are distributed in communities and transacted in “brown paper bags,” the need for more public forums raising awareness and educating people on the details of the reform and giving consideration to Jamaican forefathers, who had spoken to the need for integrity in politics even prior to independence.

Minister of Justice Mark Golding, who is also the Leader of Government Business in the Senate and also Chair of the Legislative Committee commented - with assent by Minister Paulwell - that a joint-select committee on a strict timeline would most likely be convened to review the Bill before final passage in the House of Representatives and Senate. NIA intends to remain vigilant and to continue to press for urgent tabling, passage and implementation of this legislation.

Building Public Demand – Media Campaigns

The media campaign for this year consisted of the continued utilization of the ‘Campaign Finance’ and ‘Tax Evasion’ adverts produced in previous years, along with the ‘Integrity Dub’ (radio) and ‘It Haffi Stop²’ (television) adverts. A disaggregation - by medium and media house - of the adverts for the period is provided below.

Summary of Media Runs for Advertisement FY2014					
Media Type and Station	Total Per Quarter				Grand Total
	1st	2nd	3rd	4th	
Radio					
Love FM	157	22	71	-	250
Nationwide 90 FM	145	15	46	-	206
Mello FM	155	18	88	-	261
KLAS	187	18	73	-	278
Power 106 FM	140	26	72	-	238
RJR 94 FM	120	16	53	-	189
Fame FM	125	17	61	-	203
Hot 102 FM	145	18	71	-	234
Irie FM	-	22	78	-	100
KOOL 97 FM	-	36	100	-	136
BESS 100		18	80	-	98
Sub-Total Radio	1,174	226	793	-	2,193
Television					
TVJ	56	62	9	40	167
CVM TV	44	61	9	25	139
Nationwide - Impact	0	2	1	4	7
Sub-Total Television	100	125	19	69	313
Cable					
Hype TV	0	408	48	-	456
Sportsmax	210	0	0	-	210
Sub-Total Cable	210	408	48	0	666
Cinema					
Carib and Palace	546	0	0	-	546
Sub-Total Cinema	546	0	0	0	546
Print					
Sunday Gleaner	0	0	0	-	-
Business Observer	0	0	0	-	-
Sub-Total Print	0	0	0	0	-
Grand Totals	2030	759	860	69	3,718

² Vernacular, equivalent to ‘It has to stop’

The 'Integrity Dub' radio advert, as is mentioned elsewhere in this report, arose as a product of the Integrity Ambassadors programme. Building on this, the 'It Haffi Stop' television advert utilised the refrain from the dub to drive home the point that corruption must stop. This advert can be viewed on NIA's website or on NIA's YouTube channel at <https://www.youtube.com/watch?v=vuKsV2MUvGE>.

NIA continues to benefit greatly from the political experience and media expertise of the team at EWA Communications. The high quality and success of the media campaigns, is due in the main to the individual talents and collective strengths of the NIA-EWA team.

Work on NIA's second documentary, preliminarily titled "*Building Integrity... A Work in Progress*" is close to completion, with a launch date being contemplated for the first quarter of FY 2015, with free-to-air broadcasts to follow. NIA's first documentary continues to pull strong viewership as well, with total online views now exceeding 120,000. Products such as this continue to deliver value in achieving the public education objective.

Print Media Analysis: October 2013 – September 2014

This section is a representation of corruption-related articles (Columns, Editorials and Letters to the Editor) published in the **Gleaner** and **Observer** for the period October 2013 – September 2014. The report documents corruption related news articles in both newspapers and also takes into account online news updates found on the **Gleaner's** and **Observer's** websites.).

The period saw a total of 72 corruption-related articles being published in both the **Observer** and the **Gleaner** (59 – **Gleaner**, 13 – **Observer**) and also a total of 298 news stories/updates published in both papers (**Gleaner** – 204 and **Observer** – 94).³

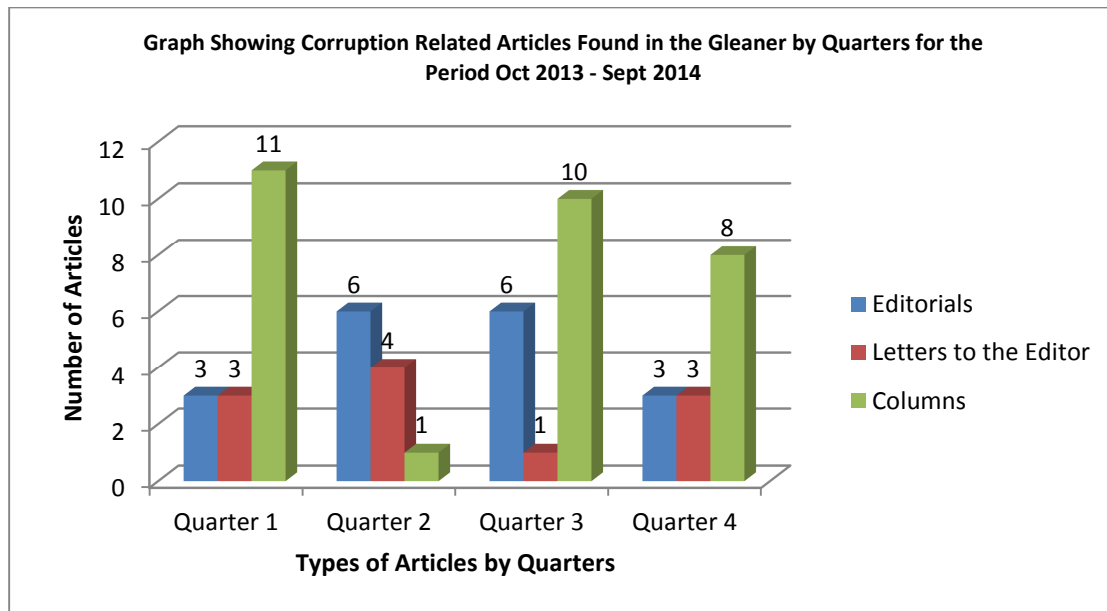
The corruption-related news and content articles over the period focused on topics such as:

- Campaign Finance Reform & Political Party Registration
- The reinstatement of Minister Richard Azan
- The release of the 2013 Corruption Perception Index
- The Kern Spencer trial, acquittal and aftermath
- The 360 Megawatt issue - questions about the transparency of the deal with EWI and also EWI's technical competence to undertake the project
- The University College of the Cayman Islands (UCCI) Caribbean Conference on Ethics – in which several Jamaicans attended and made presentations
- The Energy Monitoring Committee – its role, relevance, opinions of the group
- ESET – its appointment, composition and statements
- Tax Evasion particularly by Corporate bodies

³ It must be noted however that in some instances ongoing corruption matters are updated regularly online and may account for a high count of new items.

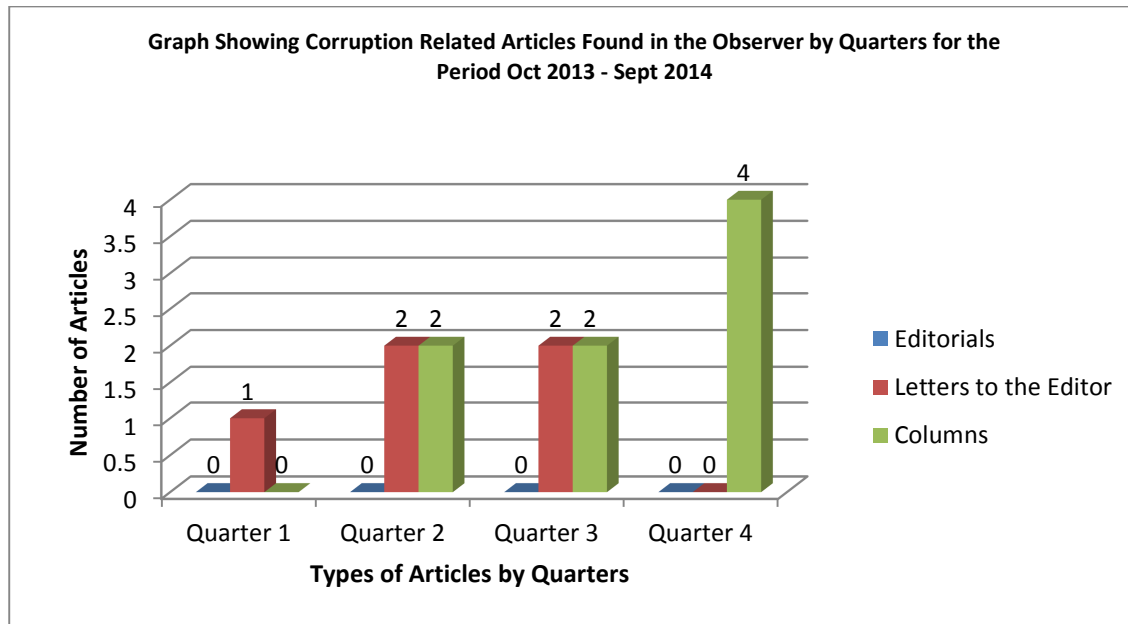
1. The Gleaner

Time Period	Editorials	Letters to the Editor	Columns
Quarter 1	3	3	11
Quarter 2	6	4	1
Quarter 3	6	1	10
Quarter 4	3	3	8
Total	18	11	30



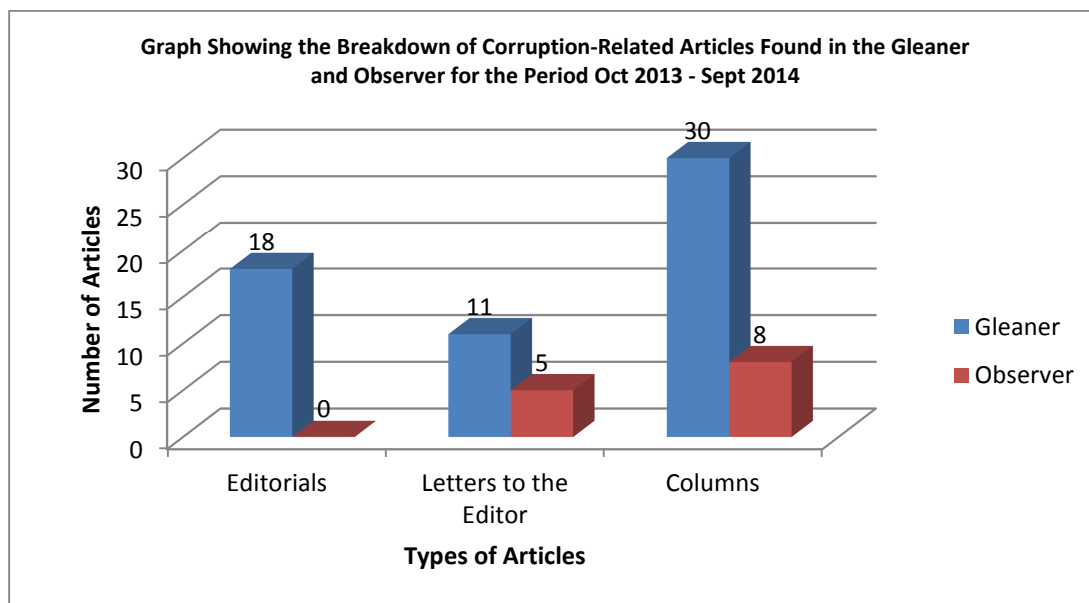
2. The Observer

Time Period	Editorials	Letters to the Editor	Columns
Quarter 1	0	1	0
Quarter 2	0	2	2
Quarter 3	0	2	2
Quarter 4	0	0	4
Total	0	5	8



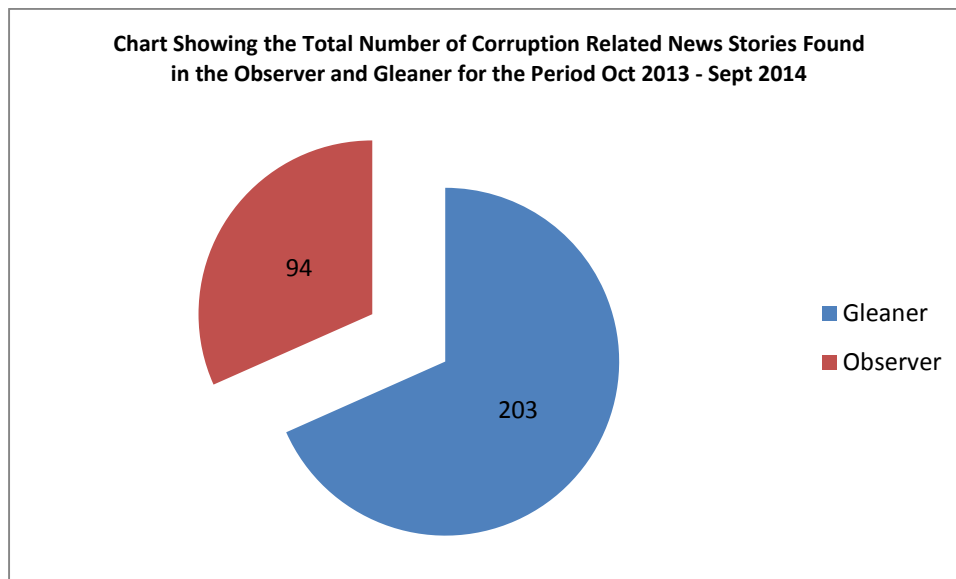
3. Breakdown

Newspaper	Editorials	Letters to the Editor	Columns	Total
Gleaner	18	11	30	59
Observer	0	5	8	13
Total	18	16	38	72



4. News

Gleaner	Observer
203	94



5. News Breakdown

Gleaner

Time Period	Amount
Quarter 1	49
Quarter 2	56
Quarter 3	64
Quarter 4	34
Total	204

Observer

Time Period	Amount
Quarter 1	24
Quarter 2	29
Quarter 3	21
Quarter 4	20
Total	94

Conclusion

Stories dealing with crime and the economy also continue to receive greater coverage than corruption-related stories in the local dailies (**Gleaner** and **Observer**). This is due in part to the general failure to make linkages between these realities and the prevalence of corruption. Even within this environment, NIA continues to play a significant role in keeping corruption related-matters and the need for transparency and integrity at the forefront. For this year, this was evidenced by the role NIA played in keeping the EWI – 360 Megawatt project in the public's eye and the impact this had on the outcome.

Despite this, the issue of corruption is still failing to be consistently represented in the media with the desired frequency. When reported on, the issues often fail to garner the attention of the public in a meaningful way and the penchant for using overly-sensational headlines in these instances does not help. This among other things reaffirms the need for continued public education on the costs and impacts of corruption. Nevertheless, there were numerous editorials published in the year which are worthy of singular commendation. This underscores the belief that the need to combat corruption, while also striving to importantly build integrity within the wider Jamaican society, should also include the power brokers at the various media houses.

NIA Contribution to Anti-Corruption in the Press

Both governance issues mentioned in a preceding section (Azan/Spalding and EWI/360MW) generated significant media coverage in both print and electronic media, which would have captured NIA positions or sought NIA's perspective prior to publication.

NIA staff and Board Members were also invited to an **RJR** Editor's Forum on October 25, 2013 where a wide range of issues would have been discussed – with several items of news being generated as a result. Prof. Munroe was also sought out for commentary on the JLP Annual Conference and leadership contest.

In addition to those referenced previously, press releases were also issued on December 3 and December 9, on the release of the 2013 edition of Transparency International's Corruption Perception Index (which saw Jamaica making no progress in either score or ranking) and on the commemoration of International Anti-Corruption Day, respectively.

The Gleaner also published an opinion piece written by Professor Munroe entitled, '*Action Time, Enough Talk*' on November 18, 2013 <http://jamaica-gleaner.com/gleaner/20131118/cleisure/cleisure2.html>. The article provides a chronology of Jamaica's progression towards Campaign Finance Regulation through to the Parliament's approval of the ECJ report. The article placed the need for Campaign Finance Regulation in the broader context of Jamaica's development trajectory and called for the urgent passage of the law.

Another item of note was the publication by both **The Gleaner** <http://jamaica-gleaner.com/gleaner/20131024/letters/letters1.html?> and **The Observer** http://www.jamaicaobserver.com/letters/Investigate-before-you-invest_15284694 of a letter to the editor written by a NIA volunteer. The letter entreated proper due diligence in the selection of the

bidder for the 360 MegaWatt plant, and despite being edited differently by the two papers, retained its full potency, even garnering ‘Letter of the Day’ plaudits from the **Gleaner**.

Another item of note in the print media was the publication on February 27th by the **Observer** of a letter to the editor http://www.jamaicaobserver.com/letters/Build-character-in-our-youth_16149191, written by another NIA volunteer. With the exhortation, “Build character in our youth,” the letter writer sought to make the point that character-building, as facilitated by a good educational system is an important early step toward getting citizens of a nation to eschew corruption, a point which NIA supports in word and in deed.

Anti-Corruption was again in the news following the launch of the Gender and Corruption Report (this is covered later in the report) and the events that were held to share the findings. Following the launch the **Gleaner** report on May 5 was headlined ‘Church Seen As Jamaica's Saviour From Corruption’. Following the media engagement there were reports in both the **Gleaner** on May 30 <http://jamaica-gleaner.com/gleaner/20140530/lead/lead5.html> *Women accused of using bodies as 'bargaining chips'* and the **Observer** on June 16 *Women just as corrupt as men* http://www.jamaicaobserver.com/magazines/allwoman/Women-just-as-corrupt-as-men---study_16802978. Some of the reportage exhibited sensationalist characteristics, reinforcing one of the ongoing challenges within the media landscape and underlining the need for NIA and civil society in general to engage with media practitioners, editors and owners to seek to achieve balance in this regard.

Professor Munroe was also interviewed on **RJR's Beyond the Headlines** on May 8, 2014 on the role of civil society. The Executive Director also wrote an Op-Ed for the **Gleaner** which was published with the headline *Collaring Public Enemy #1* <http://jamaica-gleaner.com/gleaner/20140626/cleisure/cleisure4.html> on June 26, 2014. The article sought to use the momentum generated by **Gleaner** Editorials of Sunday June 2, *The PM Must put Weight behind Law*; Monday June 23, *Dawdling over Corruption Cases* and Tuesday, June 24 *Seek Fiat to Prosecute Corruption Cases* to build additional support for the implementation of the Integrity Commission.

Broadening our perspectives a bit, Prof. Munroe wrote an article with the assistance of Research Coordinator, Omar Lewis entitled ‘*Political Corruption and Campaign Finance Reform*’ for Guyana-based **Insights Magazine**. The article was also reproduced by the **St. Lucia News Online** on June 16, 2014 <http://www.stlucianewsonline.com/commentary-political-corruption-and-campaign-finance-reform-in-the-caribbean/>. The article, as it was published in the magazine, is included in the appendices.

An opinion piece by Prof. Munroe entitled ‘*Go After Bigwig Tax Cheats*’ was published in the **Gleaner** on July 30, 2014 <http://jamaica-gleaner.com/gleaner/20140730/cleisure/cleisure5.html>. The article pointed to Jamaica’s inability to collect the tax revenue that is due and the inordinate burden this continues to place on those who are paying. Online comments in response to the article were overwhelmingly favorable to the position taken. Some commenters even proposed further steps that could be undertaken – underscoring the clear recognition of the public of the need to urgent action in this area.

There were many other articles in the local press during the year which dealt directly with issues of concern to NIA, or referenced the work of NIA. A listing of some of these is provided in the appendices.

Radio & Television Appearances

The perspective of NIA representatives is heavily sought-after in relation to items of news that are governance-related, and increasingly – as noted before – on a wide range of issues, often for items outside the organization’s direct focus.

It is worth noting that the Executive Director continued to host ‘Jamaica Speaks’ a morning radio programme on Hot 102FM three mornings each week, for a portion of the year being reported on.

A non-exhaustive selection of media appearances by members of the team is presented here.

DATE & TIME	MEDIA HOUSE/PROGRAMME
October 7, 2013	Jamaica Speaks, Hot 102 – Prof. Munroe contacted and interviewed Australian journalist on EWI’s track record. Audio tape circulated to local journalists
October 9, 2013	CVM & TVJ – Evening news lead story on issues raised in the interview with Australian journalist
Nov 13, 2013	Hot 102/TVJ All Angles – Prof. Munroe interviewed on reinstatement of Azan
Nov 14, 2013	TVJ News/CVM Live @ 7/ RJR Beyond the Headlines/NNN/Irie FM - Prof. Munroe interviewed on reinstatement of Azan
Jan 14, 2014	NNN/Irie FM – EWI interview with Prof. Munroe
Feb 2, 2014	CVM News - Prof Munroe on leaked confidentiality agreement signed by members of the EMC
Feb 3, 2014	RJR Beyond the Headlines/ Hot 102 Blaine & Crawford - Prof Munroe on leaked confidentiality agreement signed by members of the EMC
August 26, 2014	RJR Beyond the Headlines – Constitutional Reform and Accountability Issues
September 8, 2014	Power 106 – One hour discussion with host Cliff Hughes
Sept 17, 2014	TVJ All Angles – Prof Munroe appear speaking on CFR

Responding to Public Demand - Speaking Engagements

Requests for speaking engagements to NIA intensified significantly in this year. Many were accepted, but there were also several that had to be declined. This happened despite additional staff members taking on the public speaking role. Selected outlines for some of these events are provided here, with a full listing – including invitations which had to be declined – included in the appendices.

This increase in speaking engagement requests is one proxy of the amplified public demand for NIA's voice to be heard on a range of matters – often falling outside the organizations focal area. NIA is therefore careful in determining what issues are spoken to, and that NIA statements – those made in press releases as well as in public fora – not only remain non-partisan, but also seek to progress the discourse beyond its current state. This often means shedding light on the larger or more consequential issues related to transparency and good governance which underlie unfolding events and the sensationalist discourse which they generate.

GoJ Audit Commission Conference

Professor Munroe was invited by the chairman of the Government of Jamaica Audit Commission to deliver the keynote address at their conference on October 15, 2013. The conference was held under the theme *“Recalibrating Your Audit Committee: Performance at the Next Level”* at the Jamaica Conference Centre in Downtown Kingston.

Professor Munroe used the platform to remind the auditors of the essential nature of their work, in ensuring that accountability and transparency are maintained and, “independent bodies, particularly of professionals, need to safeguard, enhance and exercise more effectively on behalf of the public interest their independence in a context where the people believe that politics and powerful special interest are undermining stability and progress.”

Keynote Speech for Canadian Diaspora

In carrying forward NIA's objective of establishing and developing relations with the Jamaican diaspora, an invitation was accepted from the Black Action Defence Committee (BADC) and the Jamaican Diaspora Canada Foundation to visit Toronto, Canada.

The main objective and activity during the visit, was to deliver the keynote address at the annual fundraising dinner of BADC on October 19, 2013. This function was attended by a wide cross-section of the Jamaican and Caribbean community, at which they received a copy of NIA's brochure. The audience included the Jamaican Consul General to Toronto, George Ramocan.

Other activities during the visit included an extended two-hour interview on Canada's only minority-owned community radio station. A closed-door meeting was also held with the executive of BADC and the Jamaican Diaspora Canada Foundation and the more active members of these organizations. During this meeting the group viewed together our one-hour documentary film *“The Cost of Corruption... Jamaica's Barrier to Prosperity”* and discussed ways and means of strengthening collaboration between the Jamaican Diaspora in Canada and NIA.

Fundraising Event in Guyana

An invitation was received and accepted from the Transparency Institute Guyana Inc. for Executive Director, Professor Munroe, to give the keynote address at the second anniversary fundraising gala of the Institute on November 22, 2013.

The occasion was utilised to re-establish ties with the leadership of the anti-corruption movement in Guyana as well as with key personalities and officials in Guyana. These latter included members of Parliament from all three groups represented in Guyana's legislature as well as a formal courtesy call and dialogue with the President of Guyana.

Arising from the fundraising dinner, a commitment was made to show the video of the Executive Director's address in different grassroots communities throughout the country. The visit assisted in consolidating NIA's high standing and reputation in the regional anti-corruption movement. It should be noted that a representative from the Transparency International Secretariat in Berlin was also a guest and brought greetings to the fundraising dinner.

UCCI Ethics Conference in Cayman

The University College of the Cayman Islands (UCCI) hosted the 2014 Caribbean Conference, under the theme *"Towards a Corruption-Free Caribbean: Ethics, Values, Trust and Morality"* on March 19-21, 2014. For this 2014 conference, UCCI collaborated with Canada's Carleton University's Centre for Values and Ethics (COVE); the Department of Government of the University of the West Indies (UWI), Mona, Jamaica; and National Integrity Action (NIA). Some 120 participants from across the Caribbean, as well as North America, Europe and Africa were in attendance.

The aim of the conference was "...to reflect on various aspects of values and ethics, as they relate not only to the function of Caribbean governments and political parties, but also to the role of every institution – whether educational, religious, or social – across the region." The discussions held over the three day period covered a broad spectrum of issues, all with ethics at their core - simultaneously advocating for governments to take legislative and regulatory steps to reduce corruption, while informing and engaging the citizens of the deleterious effect of corruption and the concomitant gains from its reduction.

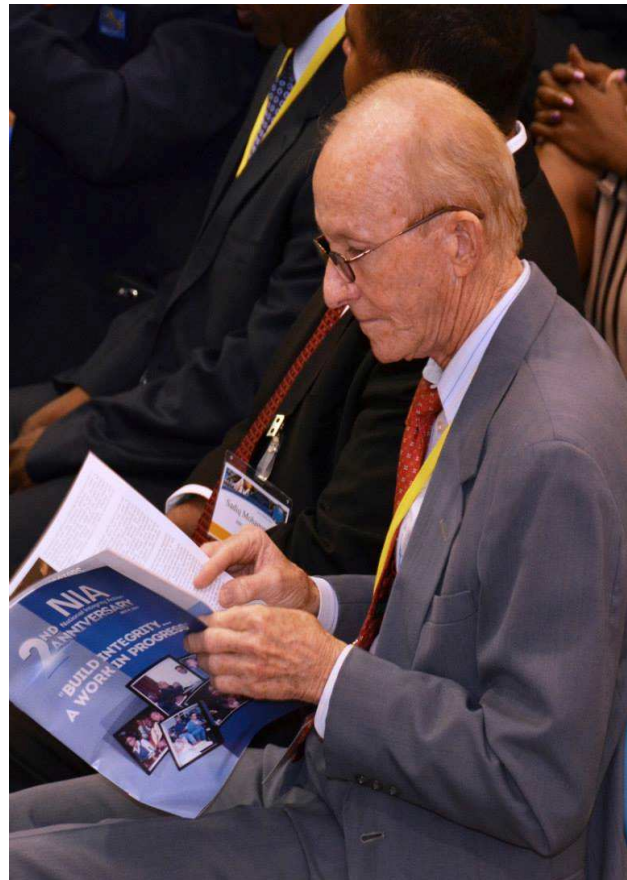
The Chair of the Board of Transparency International, the leading non-governmental organization involved in the global combat of corruption, Dr. Huguette Labelle opened the conference, delivering the keynote address. Dr. Labelle's attendance and participation was facilitated and encouraged by NIA's representation to her office. This opening session was chaired by NIA's Executive Director, Professor Trevor Munroe. Prof. Munroe also addressed the plenary session entitled "Establishing and Governing Anti-Corruption Organizations Regionally." In addition, he chaired the closing ceremony of the conference and was instrumental in drafting the conference declaration.

The conference achieved attendance and participation by a wide range of persons including regional heads of states, ministers of government, directors of anti-corruption agencies, private sector representatives and members of academia. Among these were:

- The Hon. Perry Christie, Prime Minister of the Bahamas,
- Dr. the Hon. Ralph Gonsalves, Prime Minister of St. Vincent and the Grenadines
- The Hon. Alden McLaughlin, Premier of the Cayman Islands
- Mr. Joseph Kamara – Anti-Corruption Commissioner of Sierra Leone
- Mr. Dirk Harrison, Contractor General of Jamaica

Several other Jamaican personalities also participated. These included Dr. Trevor Gardner, President of Northern Caribbean University; Mr. Greg Christie, Former Contractor General; Mr. Earl Jarrett, General Manager of the Jamaica National Building Society and Hon. Andrew Holness, Leader of the Parliamentary Opposition.

Local coverage included reporting by the **Gleaner** <http://jamaica-gleaner.com/gleaner/20140319/news/news6.html>.



A conference participant browses a copy of NIA's 2nd Anniversary Supplement

The conference declaration, was published by the **Observer** in full <http://www.jamaicaobserver.com/news/UCCI-Conference-Declaration-dives-into-corruption> . It detailed several areas of growing consensus as well as steps to be taken in addressing corruption. An excerpt from the declaration is included here:

The mantra of the UCCI Caribbean Conference 2014 was Connect, Share, Inspire. The Conference did connect with the broadest cross-section of Caymanian society, with its many sessions and radio discussions in which invited attendees participated; it shared in the rich diversity of experience and expertise of the speakers in plenary, panels, round tables and workshops and it inspired many to convert words into deeds, talk into actions in more effectively combating corruption and building integrity. In the motivational words of the Hon. Minister of Finance from Nigeria, "I don't (know) if we will ever have a corruption-free world either in Nigeria or the Caribbean, but I can tell you that a combination of real-life tools, coupled with endearing and supportive value systems, can make a huge difference. Where there is political will, brave men and women willing to fight, a drive to build institutions and apply them properly, corruption can be fought".

A most effusive commendation from the conference chair to Prof. Munroe is included in the appendices.

GoJ Public Procurement Conference

NIA's Executive Director was invited to speak at this event under the heading "Effects of the Anti-Corruption Agenda on Public Procurement". Prof. Munroe was however forced to decline the speaking engagement as it clashed with the conference in Cayman. NIA's accountant, Loy Taylor attended the event, which was held at the Jamaica Pegasus Hotel on March 19, 2014.

The speakers for the morning session were Mrs. Therese Turner-Jones of the IADB; Minister of Transport and Works, Dr. Omar Davis and Minister without portfolio in the Ministry of Finance and Planning, Horace Dalley. Each speaker gave opening remarks and spoke on the importance of transparency, equity and efficiency in procurement and how this ties into the mechanism for economic growth. The theme of Minister Davis' speech was balance and practicality in the procurement process. Minister Dalley encouraged the group to record all their questions and concerns and share them with the Ministry of Finance and Planning, as legislation for public procurement is underway.

There were approximately 150 procurement practitioners in attendance from various government agencies across the island. The floor was open at the end of each session for questions/comments and answers. The attendees made good use of the interaction. Suggestions from the floor included a request for the training and certification of procurement personnel and a structure for how emergency procurement is handled.

The presenters for the afternoon session were Ms. Sashein Wright who represented the OCG and Dr. Nikos Passas. The OCG representative spoke to deficiencies they have observed during the pre-tender process right through to the selection process and beyond in the procurement process. Examples included inefficiencies in criteria documents and non-adherence to contract terms among others. National Integrity action was highlighted in the presentation as a champion in the fight against corruption through our role in sensitizing the public and keeping the government in check. Other agencies such as the FID and JCSC were also mentioned.

Dr. Passas encouraged the room to not allow bureaucracy to over complicate the process of procurement to the point where people are afraid to take initiative out of fear of ending up in the news for corruption. He also cited that too much red tape only breeds more corruption and that legislation alone is not the answer to fixing the inefficiencies. He ended by highlighting that in order to effectively fight corruption we should go after the "big fish" every once in a while.

Inaugural Joan Duncan Memorial Lecture

Professor Munroe was invited in his capacity as Executive Director of NIA to moderate a panel discussion at the Inaugural Joan Duncan Memorial Lecture, which was held on the Campus of the University of Technology on May 28, 2014. The keynote speaker, Ms. Paula Llewellyn, Director of Public Prosecutions, spoke on '*The Impact of Effective Leadership, Ethics and Values on Corporate Governance and National Development*'. Panelists for the discussion that followed included Senator Imani Duncan-Price, Group Chief Strategy Officer for JMMB and Dr. K'adamawe K'nife, Strategic Planning and Entrepreneurship Specialist at UWI, Mona.

The question and answer segment brought out several salient points on what needs to be done to improve Jamaica's systems - such as the coming together of different segments of the society - but offered little on how to achieve this. Prof. Munroe indicated to the gathering that a part of solution is the establishment of networks among like-minded persons from different groupings, so that those who wished the status quo to remain would face a more concerted impetus for change.

Address to the Staff of Grace Canning

In April 2014 National Integrity Action (NIA) received its first ever invitation to address an organized group of workers. This invitation came from Grace Canning - a subsidiary of GraceKennedy Limited, one of the Caribbean's largest conglomerates - to address a select grouping of its employees. It is worth noting that the engagement was unavoidably postponed on more than one occasion due to clashes or the unavailability of NIA personnel; our hosts, however, were persistent, and NIA takes it as a badge of honour that the invitation was not redirected to another organization.

The Grace Canning Division had embarked on a 'Values Program' which saw members of staff being organized into four groups responsible for various activities during their period of steering the program. The 'Ethics and Integrity' group invited NIA to address a symposium on June 12, 2014 to speak on the topic: *'The Importance of Integrity and the Value it brings to Jamaica'*. NIA accepted this invitation and Deputy Director-External Relations Ms. Nadiya Figueroa addressed the gathering.

Approximately twenty five (25) members of staff were in attendance. Ms. Figueroa spoke conversationally on the matter of corruption and in particular on tax evasion, on the abuse of power by those in positions of leadership, on the corrupt awarding of government contracts and the resulting inferior quality of work, on the siphoning of funds that should be used for development to line the pockets of the corrupt and importantly on the continued and increasing cost to Jamaica. She also spoke on the mandate of NIA and on its effort to advocate for the strengthening of the anti-corruption legislative framework and the urgent need for the passage of laws addressing Campaign Finance Reform and the establishment of an Integrity Commission. The bulk of the Deputy Director's presentation however, was on the importance of personal integrity and of holding oneself to account and demanding better of ourselves, as we do of others, particularly those in positions of leadership. She applauded the gathering for taking an interest in issues of integrity, and noted that everyday Jamaicans - such as those working at the Canning Factory - brought significant value to Jamaica by putting in an honest day's work, by caring for their children and young persons in their extended families and friendship circles, and by participating in community and citizen groups.

The message was well received, resulting in a lively conversation and question and answer session after. Participants expressed their appreciation for the work of NIA and were fully mindful of how challenging it is and how difficult it is for the kind of change that is needed by Jamaica - as advocated for by NIA - to be realized. The organizers expressed that they would like to have NIA return and further participate in their programming.

Below NIA's Deputy Director-External Relations poses with some of the participants in front of 'The Great Wall of Canning'.



Rotary Club Meeting

Professor Munroe was invited to be the guest speaker at a joint meeting of the Rotary Club of Portmore and Rotary Club of Trafalgar New Heights on August 20, 2014. Using the Rotary Club's four-way test *"Of things we think, say or do: Is it the truth? Is it fair to all concerned? Will it build goodwill and better friendships? Will it be beneficial to all concerned?"* as a point of departure, Prof. Munroe interrogated several of the current ills and challenges of the Jamaican society and proposed solutions to these.

The presentation received wide coverage in the media in the days following, as both major local television stations had video coverage and both daily newspapers carried articles, including the full text of the presentation in the Sunday Observer of August 24, which the link below is directed to - http://www.jamaicaobserver.com/columns/Is-it-really-fair-to-all-concerned_17406681

Alpha High School Parent Teacher's Association

Professor Munroe was invited to address the Alpha High School's Parent Teacher's Association meeting on September 24, by Principal Mackran Singh. Professor Munroe's presentation highlighted the historical and continuing tradition of the school in molding its graduates into world-class professionals contributing to varying fields of endeavour. The speech was also used to touch on several topical issues of relevance and impact to the over-200 parents, teachers and students gathered for the occasion, as well as the nation as a whole.

St. Andrew Lay Magistrates Association's Quarterly Meeting

On the invitation of Hon. Marigold Harding, Custos of St. Andrew, Professor Munroe addressed the quarterly meeting of the St. Andrew Lay Magistrates Association on September 27, which was held at the Police Officer's Club on Hope Road in Kingston.

In his address, Professor Munroe commended the Justices of the Peace (JP's) for the commendable and essential role they have volunteered to play in the functioning of the society, and urged them to perform to the best of their abilities. Referencing a recent death resulting from an incident in a police lockup, he charged them to step up in the frequency of their station visits – which is one role JP's play in upholding the Charter of Fundamental Rights and Freedoms by safeguarding the welfare of persons in custody. This aspect of the presentation attracted media coverage in the **Gleaner** <http://jamaica-gleaner.com/latest/article.php?id=55682>. Similarly, Prof. Munroe's call for the government to outline to the country the areas where expenditures are being cut as part of complying with obligations to the International Monetary Fund (IMF) was reported on by the **Gleaner** <http://jamaica-gleaner.com/latest/article.php?id=55678>. There was also coverage in the **Star** newspaper as well as on both major local television stations.

American Bar Association International Conference Call

Prof. Munroe participated in an international conference call themed "Anti-Corruption Efforts in the Caribbean: Enforcement, Civil Society and the Multilateral Development Bank hosted by the American Bar Association (ABA) Section of International Law, International Anti-Corruption Committee on September 30, 2014.

Other participants on the call were: Matthew Fowler, Lead Integrity Officer, Officer of Institutional Integrity at the Inter-American Development Bank; Dr. Anand Goolsarran, President of Transparency Institute Guyana (and Former Executive Secretary of the UN Board of Auditors and former Auditor General of Guyana); as well as Juanita Riano, Senior Integrity Officer at the IDB.

Prof. Munroe used the opportunity to stress the point that Jamaica is at a critical point that requires parliamentarians and international development partners such as the IDB to push for urgently needed legislative reforms.

Responding to Public Demand – Towards an ALAC

National Integrity Action (NIA) in keeping with its objective of building public awareness of the negative impact of corruption on the daily lives of all citizens; has strived to maintain a strong presence not just among the political and economic elites but also at the community level or ‘grassroots’. This presence has been sustained through consistent outreach and awareness building activities through multi-media advocacy advertising, press statements, broadcasts interviews, town hall forums and a wide range of public presentations, giving residents of these communities a greater understanding of NIA and allowing the organization to be more accessible to them.

As NIA’s advocacy increased on the ground, by engaging these communities and tailoring our multi-media advocacy to speak on topical issues that affect the populace, the number of calls and emails requesting the assistance of NIA increased dramatically; not just from individuals but also from community based organizations in combatting instances of corruption that they were fighting against. However, with the increase in advocacy among the ‘grassroots’, the challenge to NIA’s legitimacy can become more pronounced if complainants are not satisfied with NIA sign-posting them to the relevant entities. In most cases NIA was the last resort after exhausting all other possible channels available to them, and so expectations are that NIA would actively participate in brokering a resolution. Of course, with our limited capacity and lack of in-house legal expertise we are unable to adequately handle all the cases that are brought to us, which leaves the organization open to scrutiny and potentially to be seen as ineffective.

If the opportunity is missed to assist those at the ‘grassroots’ level, who are the ones that suffer the most from negative impact of corruption, NIA stands to lose its credibility amongst the populace and its ability to garner support on anti-corruption reforms. Additionally, the in-roads that have been made in persons not accepting corrupt acts as a norm - but being able to differentiate and make the decision not to partake in these acts - could be lost.

Case Study #1 - Communities against Corruption: The St. Andrew Park Citizens’ Association Story

In January 2014, NIA received a call from a resident of St. Andrew Park who is an active member of their Citizens’ Association. The complainant stated that they were of the mind that NIA had become the forerunner in the press on various issues and so were seeking our intervention to assist the community. The individual explained that a recording studio was now operating out of one of the residences resulting in a lot of undesirables entering the community and limiting the parking spaces that were available to residents. Several reports were made to the Member of Parliament and also, to the KSAC as well. A complaint was also lodged with the caretaker for the community, who they subsequently saw fraternizing at the studio after they had lodged their complaint.

The Executive Director of NIA, Professor Trevor Munroe, later spoke with the complainant and it was agreed that NIA would be furnished with documents which illustrated their attempts at having the KSAC and other authorities enforce the business/residential area zoning. These supporting documents were received in two tranches.

On several occasions, subsequent to speaking with the Professor Munroe, the complainant cited numerous events which made the citizens weary and frustrated that their plight was not being heard or taken under any consideration by officials in charge. This was owing to the fact that there was no acknowledgement of the receipt of the complaint or an offer to have a conversation with the residents. As such, the residents took their plea to the Commissioner of the Police who subsequently placed a high ranking officer on the case. The residents were pleased as it appeared that the officer was taking their plight seriously.

Constant contact was maintained with complainants as to keep abreast of developments and advise on what possible routes could be taken to have the situation resolved. The Executive Director in his bid to assist called and sent emails to the KSAC, with no concrete response. The Executive Director persisted and a meeting was called with the Mayor, Deputy Mayor, Town Clerk and Operations Manager. Through the meeting the citizens were informed that the KSAC had taken the case to the courts, and commended the citizens for their advocacy as the issue was reported more than ten years prior. The Mayor also asked for the citizens' support in this matter and that their presence at court would greatly benefit the case, as had serendipitously occurred on a previous occasion.

Shortly, thereafter on April 1st the complainant called stating that the residents were permitted into the court room and were greeted by the attorney representing the KSAC in the matter, who asked them to outline their major concerns. This was taken to the Judge and was discussed with the defence. They sought to come to a compromise with the operator requesting that they be able to operate between the hours of 9am and 10pm. The complainant stated that they compromised at 9am to 6pm, until the Judge was prepared to make a final ruling on the matter. In July 2014, the Supreme Court Judge ruled that the studio had to vacate the premises by September 16 as they were in direct contravention of zoning regulations. The citizen were elated at the outcome and thanked NIA for its assistance in pushing the matter to the fore and constantly lobbying on their behalf, and has asked NIA to attend one of their association meetings to speak with the group as a whole.

Case Study #2

In August 2013, NIA received an email from a complainant stating that his father died intestate in 1983 leaving a wife and five children as beneficiaries of an estate consisting of over nine properties in-and-around Montego Bay, including a prime property on Barnett Street. He engaged the services of a prominent lawyer who was also the Member of Parliament in 1984 to undertake the Administration on the estate. In 1995 the matter was reported to the General Legal Counsel, (GLC) but the complainant is of the view that the GLC was misled by the attorney which he had hired to assist in the administration of the estate. Since then - and until the time of the complaint being lodged - none of the beneficiaries of the estate have received any benefits from it. The complainant alleges that in 2010 it was discovered that his deceased father's properties were sold by the said attorney and none of the proceeds from these sales were given to any of the beneficiaries, as indicated in his father's will. The complainant later informed NIA that a formal complaint was lodged with the GLC (copy of document sent to NIA) and subsequently, the intention to file a report with the JCF Fraud Squad on the matter (January 2014).

The complainant made contact on February 10, 2014 stating that he called the GLC and was told that the case would be heard in the third week of February. He was not given an exact date and was told that at this point in time that he needed not be present. The complainant expressed that he is scared as this was done before and the case was dismissed without him receiving any communication or an opportunity to plead his case. The complainant was urged to be steadfast in his pursuits and follow the channels available to him.

He reported that the GLC has stated that there would now be a hearing, based on the evidence presented, where he and the accused would have to be in attendance. He also informed us that he has also made some headway at the Fraud Squad as they agreed that on a cursory look that the documents he provided were supporting his claims. They have asked him to obtain original documents containing his step-mother's signature for comparison purposes. The complainant has indicated that he has had difficulty in acquiring a lawyer to take the case and so is concerned.

Complainant made contact again, very perturbed as he has acquired additional documentation, which he claims blatantly shows the accused underhanded measures in dealing with the family's estate. He also expressed concern about the capacity of the attorney that made contact with him to take the case. He stated that he was considering going to the media as he believes that the public needs to be aware of what he is going through and to ensure that the accused does not get to do the same to someone else. He requested an in-person meeting with Executive Director as he did not want to discuss new findings over the telephone. The Executive Director met with Mr. Clarke and has subsequently spoken with him on a number of occasions via telephone.

NIA assisted the complainant by recommending an attorney and the case is now progressing. The defendant in the matter, however, has not attended any of the hearings to date, even though her attorney was present. The complainant is now optimistic, based on the way in which the attorney is handling his case and also, after researching the General Legal Counsel's website, seeing their track record on such matters. Furthermore, he has applauded NIA for staying in contact by calling for updates, offering words of encouragements and advice where possible.

Conclusion

These two cases are representative of instances in which NIA has been able to offer some level of meaningful assistance to persons who have sought our help. There are other such instances, but in the main the complaints received are outside the competence or capacity of NIA's staff. This underscores the urgent need to take steps for the organisation to be better able to provide victims and witnesses of corruption with advice, support and guidance.

Building and Strengthening Key Networks Locally

Youth

International Students' Day

National Integrity Action hosted a workshop for volunteers on September 7, 2013, in which several students from the University of the West Indies, Mona participated. Among these students were several members of the executive body of the Guild of Students, the student representative body on the campus. Arising from that interface and subsequent engagement, NIA supported the Guild of Students in hosting a forum to mark International Students Day 2013 on November 19, 2013 at the Undercroft of the Senate Building on the campus.

The forum entitled 'Youth at the Helm: A New Paradigm of Leadership' sought to elicit the views of some of the more youthful actors in the political sphere in an effort to engage youth in nation-building processes, on a foundation of accountability and transparency. The speakers at the forum were:

- Dr. Dayton Campbell, Member of Parliament St. Ann North Western
- Hon. Damion Crawford, Member of Parliament St. Andrew East Rural
- Mr. Floyd Green, President of G2K (The youth arm of the JLP)
- Mr. Warren Newby, Former Senator and Former Parliamentary Secretary in the Ministry of Information, Culture Youth and Sport
- Mr. Terron Dewar, Guild President.



(l-r) Damion Crawford, Terron Dewar, Warren Newby, Dayton Campbell & Floyd Green

The forum was moderated by media personality Ms. Krystal Tomlinson, a former vice-president of the Guild of Students and reigning Ms. Jamaica Festival Queen. Though there was a clear deficit of female representation on the panel, NIA's Deputy Director-External Relations, Nadiya Figueroa was slated to speak but was unable to do so due to a scheduling conflict.

Each of the speakers gave their opening remarks, consisting typically of a few words on their experiences of political life at the national level. The forum then transitioned into an extended question and answering session, lasting well over two hours. The questions and responses covered a wide range of topics, including:

- The reconstitution of the youth parliament
- The level of equitable gender representation in politics
- Issues of personal integrity in politics
- The topical issue of the decriminalization of marijuana
- The struggle to make a difference
- Youth unemployment



The forum was well-attended, with a significant portion of the audience having to stand.

Overall the forum was a successful one, with a strong turnout and excellent discussion being facilitated. The forum was able to maintain NIA's non-partisan orientation, with equal representation from both major political parties among the speakers. NIA's aim to engage youth was also continued, with strong branding at the event and the engagement with and of youth – on issues that are important to them and to national development.

High Achievers Society Forum

The Department of Government High Achievers Society Forum, took place on February 20, 2014 during UWI's 2014 Research Days. In attendance by invitation were NIA's Research Coordinator, Omar Lewis and Administrator, Jamie-Ann Chevannes. The forum sought to examine and facilitate discussion on Vision 2030 – Jamaica's National Development Plan – from the perspective of youth, while sensitizing them to the contents and the work that is needed to be done and as such, to formulate their role as youths in meeting the objectives of the vision.

The forum was divided into two sessions: “Morning Session Themed – Vision 2030: the Youth Perspective” and an afternoon session themed – “Vision 2030: Overcoming the issues, the way forward”. These sessions were slated to include local youth experts as well as senior political, non-governmental and influential business stakeholders to drive discussions, explain the developmental process, address the concerns and challenges that youths may face and also, positing possible solutions to those issues mentioned.

Andrene Blackwell, Acting Director of the National Centre for Youth Development spoke to the various initiatives that were being undertaken for youth development in achieving Vision 2030. She spoke on areas of social protection (capital development, entrepreneurship); strategies focusing on National Security and Safety (developing holistic programmes focusing on prevention of youth involvement in crime); enabling a business environment (developing work experience programmes); creating a technology-enabled society (building capacity in schools at all levels to enhance learning); facilitating the two-way transfer of knowledge between tertiary institutions and the market place; and agriculture (agricultural training and encouraging participation in the sector).

Other speakers/panelists included:

- Ms. Kemeisha Kelly – Youth Empowerment Officer, National Centre for Youth Development
- Mr. Donovan Jackson - High Achievers Society
- Dr. Terri-Ann Gilbert Roberts - Regionalist, Development Planner and Fellow-SALISES
- Dr. Omar Hawthorne - Lecturer, UWI Department of Government
- Dr. Andre Haughton - Lecturer, UWI Department of Economics Department
- Dr. Leachim Semaj - Chief Ideator & Resultant, The JobBank
- Dr. Sandra Knight - Board Chairperson, National Family Planning Board
- Dr. K’adamawe K’nife – Researcher & Lecturer, Mona School of Business and Management

As the theme of the session would suggest, much of the discussion focused on Vision 2030 and the ways in which it needed to be improved in order to achieve its stated goals. The event was well organized and the branding of the High Achievers Society members and the Department of Government very visible. The event was well attended with its core audience being senior high school students. From all accounts the High Achievers Society appears to be a well-organized cohort of students and it may prove useful for NIA to carefully explore partnership opportunities, through shaping the groups’ message and also, in an attempt to spread the message of the need for integrity building across the university campus and high school students.

Governance Society Forum

National Integrity Action was approached by a representative of the Guild of Students to participate in a public forum being staged by the Governance Society on February 26, 2014. The Governance Society - a newly formed club based within the Department of Government on the campus of the University of the West Indies - has a stated vision of encouraging students in the department to support the pillars of good governance among their peers, by specifically promoting the following:

- Importance of participation
- Transparency and accountability
- An observation of the rule of law
- The need for an effective, responsive and efficient government
- The impact of corruption as well as the principles of consciousness
- Inclusiveness and equity

The Public Forum was held at the Undercroft of the Senate Building on the Mona campus of the UWI. The event took the form of a presentation by Contractor General Dirk Harrison on the topic ***Combating Corruption in Jamaica: Challenges and Solutions***, followed by a Panel Discussion - with the panel comprising Professor Trevor Munroe, Executive Director of NIA; the Contractor General; Mr. Gareth Robotham, Vice-President of the Guild of Students who substituted for the Guild President and Obryan Leighton, president of the Governance Society.

In his presentation Mr. Harrison noted that we will never totally be rid of corruption, but it is important how we deal with it. In dealing with it, he said, we have to acknowledge the problem and identify targets. Further, we should be driven by intelligence-based investigations, which can be converted into evidence that is potent and admissible in court. It is also crucial to never compromise principles for wealth and personal advancement. On a proactive level, he noted that it is also important to change the mindset of people, addressing issues of morality and pride of place. This could be done by educating people on the meaning of corruption, ethics and morality. This is especially important for our youth.

The main thrust of Prof. Munroe's presentation was that combatting corruption in the 21st Century requires (i) tough laws e.g. against 'illicit enrichment'; (ii) effective law enforcement as cases must be investigated thoroughly, with rulings made speedily and trials concluded expeditiously; (iii) public awareness building/public education e.g. in the educational system and mass media; (iv) altogether with public activism to lead the way in demanding action against the corrupt.

He stressed that in times past public officials including politicians were perceived as the main offenders, but they have now been joined by some of the very wealthy in the global private sector. On this basis, he declared, NIA is working to strengthen the institutions which safeguard against corruption, in particular supporting the reform of the system of campaign financing along the lines proposed by the ECJ, as well as supporting the establishment of an anti-corruption agency with prosecutorial powers.

Obryan Leighton, in addressing the gathering, declared that "one of the most critical areas to be perused, where combating corruption is concerned, is the reshaping of the ways of thinking and acting among the populace." For this to happen, there needed to be a holistic commitment from political officials, citizens, law enforcers and civil society groups alike. In addition, there should be mass public awareness campaigns, seminars and forums not limited to but specifically aimed at the children, youth and the average citizen within our society, providing them with the necessary information to understand the impacts of corruption and the essential roles they have to play in combating this scourge. In making this point he outlined that his organization, the Governance Society, has embarked upon this mission.

The feedback segment was engaging and intense, as could be expected from university students. One question spoke to how to achieve social mobility without compromise, in a society where corruption was entrenched. Prof. Munroe, citing the examples offered the perspective that social elevation by corrupt means would leave an individual vulnerable to exposure of their deeds, particularly through whistleblowers and the media.



Executive members of the Governance Society pose with Prof. Munroe, Dr. Waller and Contractor General Dirk Harrison after the event.

When pressed about a then-ongoing corruption case involving a former government minister, the Contractor General declined to give specifics, but noted that we can strengthen institutions to better deal with these cases and consider applying stronger sentences. Prof. Munroe, in responding to this question, suggested according priority to corruption cases, given their impact on all areas of the society.

Another member of the audience asked, “What plans does NIA have in place to de-stigmatize the perception of informers?” Professor Munroe noted that NIA has been increasingly getting calls from persons complaining about acts of corruption, despite the stigma. NIA is also developing programmes to get at the very young, such as essay competitions and collaboration with the Schools Debating Competition to get issues and questions relating to integrity, being raised and discussed.

To the question of “How far should one student go in a complaint against a fellow student?” Professor Munroe indicated that each student would need to make that decision for themselves. It is clear though that students are becoming more aware of how their present and their future are being impeded by corruption. NIA is willing and ready to partner with student groups to address issues of transparency and accountability, but noted that victims and witnesses of corruption who remained silent are likely to feel the consequences more.

The students also had questions about improving the administration of elections on the campus, especially with concerns that there is undue influence from the major national political parties, in a context where the guild should be non-partisan. Prof. Munroe's advice was for the students to develop regulations to govern the elections, and solicit the assistance of organizations such as Citizens Action for Free and Fair Elections (CAFFE) to monitor and ensure transparency in campus polls.

Overall the event was a good one. NIA is supportive of the Governance Society's stated vision and mandate and welcomed the invitation from its leaders to not only participate in this forum, but also help to shape the work of the body. Additionally, NIA continues to explore opportunities for meaningful partnerships with individuals and groups interested in making attempts to publicly engage on issues surrounding corruption, the building of integrity across the island and the overall governance challenges and exploring possible solutions to these in the Jamaican context. Against this background, this was an excellent opportunity to engage with the youth population on the campus.

Social Auditing

In addition to these two events NIA team members also met with a representative of the Jamaica Chapter of Caribbean Youth for Social Auditing (CYSA), Ms. Tamika Peart, on February 19. Ms. Peart has been an NIA volunteer for some time, and participated in our September 7, 2013 workshop. Her interest in social auditing and her affiliation with the CYSA were made known later, when she approached NIA to explore the possibility of collaboration between the two organizations.

Social auditing has a wide range of applications, one of which is to provide citizens with the means to assess whether public funds being spent are delivering value. NIA has taken special interest in this as it provides a mechanism for a grassroots-level check and balance mechanism, which strengthens the overall governance process. Further discussions are to take place to see to what extent training in this area can be provided at the community level, potentially in collaboration with the Parish Development Committees.

Integrity Dub Poem

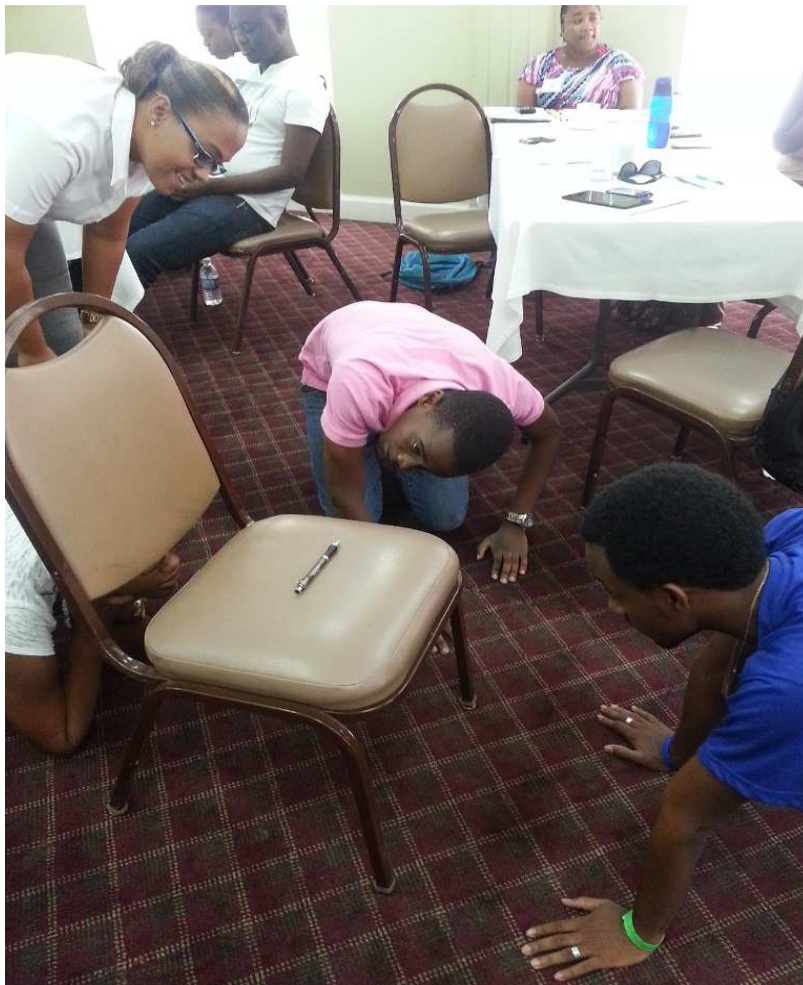
As was captured in the report on the International Anti-Corruption Day event, students from the Holy Trinity High School performed a dub poem as an interlude during NIA's International Anti-Corruption Day Commemoration on December 9, 2013. These students were graduates of the Integrity Ambassadors programme which had been piloted in three corporate area high schools in collaboration with the Jamaica Civil Society Coalition. So poignant, pertinent and powerful was their refrain of "It Haffi Stop" that NIA sought their parents' and school's permission to record their performance and utilise it as part of our media campaign. This call, "It Haffi Stop" is beginning to resonate among sections of the Jamaican public, receiving positive feedback in terms of broadening our message with new voices. This is especially important as events unfold which many perceive as being detrimental to the proper functioning of the society.

Friedrich Ebert Stiftung (FES) Youth Leadership Development Programme

National Integrity Action, in its ongoing campaign to build public awareness on corruption and its negative impacts, has sought to increase its interaction with Jamaica's youth, whereby education and

engagement on issues of corruption is the central focus. This is done with an aim to challenge and empower Jamaican youth by enabling them to identify corruption, the various ways corruption will manifest itself and how they can play a role in building integrity and combatting corruption within the spaces they occupy.

To this end National Integrity Action's Administrator, Ms. Jamie-Ann Chevannes, accepted an invitation to speak with youth leaders, from varied socio-economic and educational backgrounds, participating in the Friedrich Ebert Stiftung Youth Leadership Development Programme on June 28, 2014 at the Terra Nova Hotel in Kingston.



Ms. Chevannes engages some of the participants in a perception exercise to encourage broader thinking around how corruption can be seen from differing perspectives.

This seminar was chaired by Ms. Judith Wedderburn, Executive Director of Friedrich Ebert Stiftung. Those invited to speak at the seminar under the theme '*Doing Politics Differently*' included Ms. Jamie-Ann Chevannes; Dr. Adwoa Onuora, researcher and Mr. Horace Levy, civil society activist and lecturer in sociology.

Ms. Chevannes in her presentation *'Anti-Corruption and Transparency in the Democratic Process'*, focused on defining what constitutes a democracy and what measures could be used to determine what is a healthy democracy. She engaged participants in an examination of Jamaica's present situation by analyzing the major characteristics of the country's democratic process. Corruption was highlighted as a major hurdle in developing a healthy democracy, as it erodes the fundamental principles of a democratic society and results in increasing disparities in wealth and opportunities among citizens. It also manifests as inequality in the justice system and a lack of accountability and transparency by elected officials. Ms. Chevannes noted various forms/types of corruption and that corruption has somehow become a normative behaviour for some, while others will justify corrupt actions in whatever way they can, including making reference to their circumstances. The effects of corruption on the society and the individual were also addressed, as the presenter pointed out that negative impacts range from the deterioration of social institutions and physical infrastructure to the loss of investment and jobs, among other things.

The youth leaders participated in two separate exercises; firstly a perception exercise, which was used to illustrate that regardless of an individual's vantage point, corruption in any form cannot not be described or accepted as anything else. Secondly, participants were placed in groups and asked to dramatize an act that they deemed to be corrupt and to discuss as a group what they, as individuals, would do to right the corrupt act. This exercise was utilized to illustrate the 'bystander effect' - how indifferent citizens, in not acting as they expect or would like others to act, allow corruption to fester and become the problem that it is today. Ms. Chevannes explained that each participant, in whatever small way, can effect change by holding themselves and those in their immediate surroundings accountable for their actions. She also reminded participants that they each have a say in the manner in which the country is governed, and that they can be vocal as individuals or as a group; that they should utilise the various media outlets to raise questions about any act, that they believed to be corrupt.

Irvine Hall Leadership Seminar - "Ethical Leadership for Change"

The effort to build integrity and combat corruption not only entails lobbying the political, economic and social elite to become advocates of change. Achieving these objectives also involves looking ahead to the next generation; as such, NIA has embarked on a campaign to engage those who will become future leaders. NIA has been targeting students at the high school level as well as those presently pursuing tertiary studies, and especially those who are active leaders - participating in the governance structures at various levels of the institution. Forums at these institutions provide an ideal scenario to influence the socialization of individuals who will become Jamaica's leaders - towards developing the professional and personal will to adhere to principles of integrity.

To this end National Integrity Action's Deputy Director of External Relations, Ms. Nadiya Figueroa, accepted an invitation from Irvine Hall to speak with the newly elected members of the Hall Committee on the topic of *"Ethical Leadership for Change"* on May 19, 2014. This is the second year that this invitation has been accepted by NIA's Deputy Director-External Relations.

In opening her presentation, Ms. Figueroa informed the student leaders that by being elected to the Irvine Hall Committee they are now a part of an institution whose legacy has extended beyond 60 years,

and includes luminaries such as a former Prime Minister. She also made the point that they constituted less than 30% of Jamaican youths who have had the opportunity to pursue a tertiary education, and that for each student admitted there were two other students who were just as qualified but were not offered a place due to resource constraints. With this in mind she urged them to make the best use of their tenure at the University of the West Indies and as a student leader on Irvine Hall.

Ms. Figueroa continued her presentation defining ethics and its importance in leadership. She engaged the students, giving them a chance to reflect on the type of leader they would like to become by considering:

- a) What will be the relationship between yourself as leader and those who you are leading?
- b) How will you utilize the influence, resources and power that you have?
- c) How will you treat with unethical behaviour?

She explained that how they reflected and followed through on these questions would determine how they are viewed by their colleagues, peers and those that they led. She asked them to examine whether they wanted to be viewed as a leader who can be trusted and respected for the quality person that they are, what they have accomplished and contributed to or as someone who is followed because of what favours they offer or what they can 'let off'. The former kind of leadership inspires and motivates others to contribute to initiatives, while giving them confidence to approach the leader with their own ideas and to work collaboratively towards solutions. The latter limits the possibilities for positive change.

Ms. Figueroa spoke to the newly amended Hall Constitution and implored students to adhere to its guidelines. She stated that the Constitution can be used in situations of ethical dilemma, given that it represents a shared understanding and agreement around what is acceptable, and what actions can and cannot be taken by members of the Committee. She stressed that accountability must be practiced by the Hall Committee from the beginning of its term, and that this may be best achieved by making decisions and actions transparent. Ms. Figueroa illustrated this point by using popular examples of misconduct - lack of transparency in the allocation of Hall resources and favouritism in the selection of recipients of Hall honors and opportunities - and discussed how they can be treated with.

After the presentation, students were given a chance to raise questions. These questions centered on best practices going forward and on how to change the culture of Hall leadership, which has been mired by the misconduct of past leaders. Committee members spoke to their concerns surrounding how to address reputational damage and regain trust and respect. They also touched on the need for youth political education and participation in national political processes.

Mary Seacole Hall End-of-Year Ceremony - "Women of Excellence"

The Deputy Director-External Relations also accepted an invitation to be the guest speaker at Mary Seacole Hall's end of year "*Women of Excellence*" awards ceremony. Over 50 young women from the Hall, participants in the Leadership Academy, Academic Honours Program and UBUNTU outreach arm, were present at the April 13, 2014 ceremony at the Mona Visitor's Lodge. Given that the invitation from the Student Services and Leadership Development Manager asked Ms. Figueroa to "use your journey to

excellence, to inspire these younger women to strive for excellence and integrity at the highest level”, Ms. Figueroa took the opportunity to share a few personal stories of her own challenges and disappointments on her journey as a student leader and young professional.

Drawing on insights gained through her experiences and on the inspiration provided by a historical figure, the national hero Nanny of the Maroons, Ms. Figueroa implored the young women to consider the following in their own onward journeys: a leader must study and understand their surroundings, and be adept at navigating the context in which they offer leadership; a leader must have genuine care and compassion for the people that she hopes to lead, a care which may necessitate sacrifice; and a leader must carefully balance, as did Nanny, the ability to nurture and heal with the ability to courageously wage war on what is unjust and on systems that lack integrity.

Finally, Ms. Figueroa engaged the young women on the importance of self-care, and a discussion ensued on the practical ways in which young leaders pursuing excellence and standing for integrity in a too often unjust world, must lean on each other, seek out mentorship and create special places for ‘lightness and laughter.’

Ms. Figueroa’s address was the culmination of the program, which also included cultural items - a dance piece with sign language and a stunning a-capella solo by a Mary Seacole Hall Committee member who had been in attendance at NIA’s September 2013 volunteer workshop at Morgan’s Harbour. There were also reflections from participants on what they had gained through the Leadership Academy and Academic Honours program, and tributes to the staff and guest presenters who had made these special development opportunities available for the students.

NIA continues to build its meaningful engagement with youth leadership, and will be pursuing further opportunities to empower and work alongside the nation’s future leaders.

Jamaica Civil Society Coalition

As a beneficiary of a sub-grant from the UK DFID via NIA – the Jamaica Civil Society Coalition (JCSC) has been an important and strategic partner in the Anti-Corruption effort. However, there were some challenges that led to a discontinuation of the sub-grant agreement. Despite this, the partnership bore much fruit over the course of the programmatic year as reported here.

Integrity Ambassadors

The Integrity Ambassadors Program in high schools set out to sensitize thirty (30) students from each of the three pilot high schools (St. Hugh’s High, St. George’s College and Holy Trinity High) on the values of integrity and an understanding of the consequences of corrupt behaviour. Over a ten week period the consortium - Value Added Services, Sistren Theatre along with Elaine Wint and Associates - through contact sessions with the selected students from each school, engaged the students with discussions, role play, games and videos.

In order to be inducted as an Integrity Ambassador, students were expected to participate in a minimum of eight of the ten sessions. The successful Integrity Ambassador would have emerged as a student leader who is equipped with the skills and competencies necessary to act as change agents and advocates of integrity, civic responsibility and respect for the law. The programme targeted students from grades seven (7) through thirteen (13). In an effort to expose the students to the legislative and governance process each group was taken on a field trip to observe a sitting of the House of Representatives. The ten-week sessions culminated with a “School Integrity Day” at each school where the students in the program were given the opportunity to showcase what they learnt from the program to their wider school community in the form of poetry, drama, dance and song. The School Integrity Day events were incorporated into the morning devotion at St. Hugh’s High and Holy Trinity High.



St. Hugh’s High students participate in the Integrity Day activities

The items performed by the students were well received by their peers, as well as by NIA and JCSC staff who were present. It is important to note that the items presented were co-written by the students with the help of the team from Value Added Services. Both St. Hugh’s and St. George’s College held their showcase on December 4, while Holy Trinity High staged their showcase on December 9, which coincided with NIA’s commemoration of United Nations International Anti-Corruption Day. The students of Holy Trinity High performed a dub poem entitled “Integrity” during the entertainment segment of this event.

Having successfully completed the programme, the qualifying students were each presented with a Certificate of Participation and pinned as an Integrity Ambassador. NIA’s Accountant, Ms. Loy Taylor delivered greetings and with them encouragement for the programme. Ms. Taylor also assisted with the presentations to the students, alongside Ms. Carol Narcisse of the JCSC. The number of students inducted as ambassadors was thirty-six (36) from St. Hugh’s High, fifteen (15) from St. Georges College and eleven (11) from Holy Trinity High. One student from St. Hugh’s High school gave a riveting testimonial on how she had come to terms with the fact that she needed to respect her teachers and those in authority, based on what she had learnt from her engagement in the programme.



NIA and JCSC personnel present certificates and pins to Integrity Ambassadors

The project also included a community-based component which would share with the community at large the concepts of integrity and the attending issues which it impacts in Jamaica. This community initiative, dubbed the Community Integrity Expo, was held on December 11, 2013 on the grounds of the Holy Trinity Cathedral. It attracted approximately one hundred and thirty (130) residents from Allman Town, Hannah Town and the environs surrounding the three (3) pilot schools. This component of the project was anchored by Sistren Theatre Collective, who engaged the residents by way of three creative expression skits, and sought feedback on issues of corruption and integrity, based on the creative expression pieces which were presented.

A number of anti-corruption agencies came out to the expo to lend their support to the initiative and establish booths to distribute information and general paraphernalia, as well as answer any questions which may have been forthcoming from the residents who were in attendance. The agencies that were present at the expo were The Independent Commission of Investigations (INDECOM), the Access to Information Unit, the Anti-Corruption Branch of the Jamaica Constabulary Force, the Electoral Commission of Jamaica and the Jamaica Civil Society Coalition. The anti-corruption agencies present had an opportunity to make presentations to the audience on their mission in Jamaica.

Given the level of interest, feedback and participation of all the stakeholders, NIA believes that the pilot programme was a success. Discussions are to be held with stakeholders, with a view to the programme's continuation and expansion. An important element of this will be a training of trainers to be conducted by the facilitators. In this way teachers will be trained in the delivery of the programme content, in order to be able to continue the development of Integrity Ambassadors in the three pilot schools.

Gender & Corruption

NIA Partners with JCSC and WROC on Groundbreaking Study and Sensitization Sessions

National Integrity Action collaborated with the Jamaica Civil Society Coalition (JCSC) and Women's Resource and Outreach Centre (WROC) on a study of the gendered dimensions of corruption in Jamaica. This research, the first of its kind in the Caribbean, has revealed insights regarding the linkages between gender and corruption in communities. Two sensitization seminars were undertaken upon completion of the research to explore these linkages and to share critical findings with targeted women leaders in politics, business and civil society as well as members of the press.

The first sensitization seminar - which also served as the launch of the report - *Gender and Corruption: 'Making the Connections to Promote Good Governance'* was held on Wednesday, April 30, 2014 at the PCJ Auditorium. The event featured a presentation on the research methodology and findings by the lead researcher, Dr. Adwoa Onuora, followed by a panel discussion on the implications of the study. Attendees included women politicians, Senator Imani Duncan-Pryce and Councilor Kari Douglass; women leaders in business, Marcia Forbes and Minna Israel, the President of the Jamaica Chapter of the International Women's Forum; and representatives from civil society and community groups. Men were also in attendance, including a representative from Fathers Inc.

The event began with opening remarks from the hosting organizations, WROC, JCSC and NIA. Dorothy Whyte, the Executive Director of WROC, highlighted that "WROC has been a part of community life for over 31 years. We jumped at an opportunity to engage in this discussion about gender and corruption... Not only to work on this study, but to undertake sensitization, of women on boards, in parliament, and in the media." Ms. Whyte also noted that it was the first time in the Caribbean that a gendered approach was being taken to examining corruption.

Carolyn Gomes, bringing greetings as a JCSC board member, spoke to that organization's work in "bringing together different people who had been saying the same thing, to speak with one voice." She outlined JCSC's anti-corruption program of work, supported by the NIA, and inclusive of a Governance Scorecard, Integrity Ambassadors pilot and this Gender and Corruption study. In iterating the incipient character of this research project, Mrs. Gomes indicated that it would also form part of a report by the United Nations Development Programme (UNDP) assessing gender and corruption across the world.

Nadiya Figueroa, Deputy Director of External Relations at NIA, emphasized the numerous facets to tackling corruption in Jamaica. NIA's position is that "combatting corruption through political institutional and legislative reform must be married to building integrity at the grassroots." In this regard, NIA believes in strong partnerships - with youth at universities and in schools and now with women in communities, to develop insights into how corruption operates, formulate practical solutions to stemming it, and strengthening will and resolve towards building integrity. She highlighted that the findings of this study will be utilized by Transparency International in developing their first gender and corruption policy.

Dr. Onuora gave a detailed account of the research approach and methodology, and its critical findings, including:

- The study engaged over 100 women and men in inner-city and rural communities, primarily through focus groups
- Participants broadly defined corruption in terms of injustice
- There is a close connection between corruption and sexual exploitation, women are more likely to be solicited for sexual favors as bribes and to utilize sexual assets to pervert due processes
- There is an intersection between corruption and class, given that class-based divisions and privileges are viewed as engendering and exacerbating corruption
- There is an overwhelming sense that the powerful have impunity
- There is a lack of knowledge on how and to whom to report corruption
- Good governance principles and practices are seen as most effective in stemming corruption; corruption is viewed as systematic



Dr. Onuora during her presentation of the findings

The three panelists led a lively discussion following the main presentation. Linette Vassell, speaking from the perspective of a community development and gender expert, stressed the importance of soliciting meaningful input and feedback from community folk in developing new policy. Despite the number of participants in the study limiting its findings to indicative as opposed to conclusive, Vassell contended that enough insight had been garnered to give sexual offences and sexual harassment legislation greater priority in efforts to combat corruption. She also contributed the view that newly-formed institutions, such as the Integrity Commission, and legislation, such as Campaign Finance Reform, must be gender sensitive. Lorna Green, speaking as a female business leader, raised the point that women beyond the communities - in business and in the board room - need to be surveyed on their experiences with corruption. She posited that empowering these women, particularly in managerial and leadership roles, could go a far way in rooting-out corruption from the country.

Nadiya Figueroa, speaking to corruption within the political life of Jamaica, raised the question of whether current efforts to mobilize women for political and board positions would have the desired effect of greater integrity in public life if the culture of patriarchy and patronage persisted. She applauded the study for bringing attention to how political culture and context influences corruption – in the Jamaican context, the political culture facilitates sexual exploitation as an aspect of corruption. She underscored that women at all levels must be empowered to be agents of change in their communities and workplaces, while work must continue towards the reform of political institutions and national frameworks so that the necessary cultural shifts may be facilitated.

The open discussion featured interjections by a Government Senator, on the need to broaden the definition of corruption to include acts perpetrated by community persons, private and civil society actors as well as politicians and those of public authority. A religious minister queried the relationship between faith based organizations and the fight against corruption, given that a majority of participants in the study indicated that God alone could break the impunity of wrong doers. A male in the audience seconded the point that policy must be developed in closer tandem with ‘real’ community representatives, and thanked the partners behind the study for seeking out community perspectives.



Representing the collaborators at the launch: (l-r) Nadiya Figueroa, NIA; Dorothy Whyte and Anna-Kaye Rowe of WROC; and Carol Narcisse of the JCSC.

The second sensitization seminar, *Gender and Corruption: ‘Making the Connections to Promote Good Governance’* targeted journalists and was endorsed by the Press Association of Jamaica (PAJ). It was held on Thursday, May 29, 2014 at the Knutsford Court Hotel. Journalists from both major newspapers - the **Gleaner** and the **Observer**, and electronic media **TVJ** and **RJR**, were in attendance. Also attending were representatives from media-focused non-governmental organizations, along with veteran journalist Fae Ellington. Ms. Dorothy Whyte again brought greetings from WROC and Carol Narcisse brought remarks as a board member of the JCSC.

Nadiya Figueroa’s remarks emphasized the need to continue the formation of a close alliance between organizations such as NIA and journalists, in building integrity in Jamaica. Looking back she recalled NIA’s support of the journalism community in their successful bid to have criminal libel laws repealed. She

applauded press and media professionals for their courage and diligence in exposing corruption and following through with commitment and dedication, often in challenging circumstances. Ms. Figueroa also embraced the gender and corruption study as an opportunity to further build shared understanding on the scourge of corruption in Jamaican society.

President of the PAJ, Jenni Campbell, welcomed her organization's participation in the discussion on gender and corruption and affirmed her partnership with NIA and other stakeholders in combatting corruption in Jamaica. She reflected on a statement recently made by the Minister of Information, that journalists should pay more attention to issues of development as opposed to uncovering instances of corruption. She contended that, "as journalists, our responsibility goes beyond uncovering corruption to connecting the dots between corruption and the developmental challenges we face." She expressed her pride at colleagues in the press and media, who are doing a lot with little resources. In this context she expressed gratitude for the study being brought to the press and media corps.

Carol Narcisse moderated the discussion on the research findings and an extensive debate on how anti-corruption advocates and journalists may work better together in bringing attention to corruption, generating constructive dialogue around solutions and facilitating transparency and accountability in the governing of the country.

The journalists in attendance stressed the following points:

- Research data and findings need to be 'popularized' for easy consumption via press and media channels
- Journalists require assistance in making the links between instances of corruption and broader developmental challenges
- Additional spokespersons need to be sought out and positioned in the press and media to speak on issues of combatting corruption and championing integrity
- It may be useful to develop and promote a broader definition of corruption, to include the critical day-to-day issues that impact the majority of Jamaicans
- The absence of a 'beat' reporter designated to cover corruption at the major newspapers impacts the coverage of corruption; it would be useful to encourage media houses to designate a corruption 'beat' as well as link with other 'beat' reporters (transport, health, education) to share information on how corruption features in their designated area
- Lend support to press and media houses in developing better research resources, donate material to their libraries
- Engage editors/subeditors through in-house meetings, especially given that they determine the titling, captioning and placement of news items in the paper

These insights will be used by NIA in refining its engagement with media practitioners and media owners. Both sessions facilitated a sharing of information and insights, which will be useful for NIA in furthering its anti-corruption advocacy. A vital segment of the society that had not been previously engaged, women leaders, was drawn into robust discussions around corruption and integrity building.

Importantly, a critical partnership, that between NIA and the journalism corps, was reaffirmed and reinforced. Subsequent to both events there was media coverage around the report.

Governance Scorecard 2013-2014

NIA and the JCSC again collaborated to undertake a scorecard of government performance. Excerpting from the publication that appeared in the **Sunday Gleaner** of July 27, 2014:

The slow pace at which successive Administrations make and implement decisions critical to Jamaica's welfare is a regular complaint of concerned citizens. To further this welcomed discussion of governance and in keeping with its mission, the Jamaica Civil Society Coalition (JCSC), with the support of the National Integrity Action (NIA), sets out below, for the second year in a row, a SCORECARD of performance over the period April 1, 2013 to March 31, 2014.

The approach is to list the promises outlined at the start of the financial year by the Government in the Governor General's Throne Speech and in Sectoral or other Government presentations, to compare these with "actions taken" and to indicate their status.

The Scorecard then does a strict accounting. If some progress has been made, this is acknowledged in the middle column "Actions Taken". The Scorecard also insists on labelling a promise as kept or not kept in line with its given deadline. Promises to a nation must be seriously made. We hope that the Scorecard will prompt serious commitment from Parliamentarians; and from citizens, more concerned discussion and a stronger demand for accountability from Parliamentarians, who are our employees.

The summary of findings noted that of 41 total promises, 23 (54%) were kept; 15 (37%) were not kept and four (4) were still in the pipeline.

Local Governance

In addition to partnering with the Social Development Commission and the National Association of Parish Development Committees, NIA has announced a willingness to partner with other local government organs. The offer has so far been taken up by one group.

Clarendon Local Sustainable Development Plan (CLSDP) Sector Group meeting

The Clarendon Local Sustainable Development Plan Secretariat is a body funded by the Sugar Transformation Unit within the Ministry of Agriculture and Fisheries formed to through wide scale consultation develop a sustainable development plan for the parish of Clarendon. The group on September 3, 2014 held its sector meeting to discuss and or amend the recently drafted section of the plan on Governance. National Integrity Action (NIA) was invited to participate in the process and to provide recommendations and strategies for the development of the plan (in particular the section on Governance) and also to provide suggestions/experiences/best practices that can address the issues

identified or can be proposed to develop the parish. NIA's Research Coordinator, Omar Lewis was the representative at this event.

The meeting saw approximately 15 participants from Kingston and within the parish of Clarendon in attendance. Agencies represented included the Clarendon Parish Council, The Social Development Commission, The Planning Institute of Jamaica, The Ministry of Local Government and Community Development, The Clarendon Parish Development Committee, The Clarendon Lay Magistrates Association and The National Association of Parish Development Committees.

Several changes were suggested either as corrections or improvements to the Governance section. Of special note and importance to NIA, the people of Clarendon involved in the consultation process "unanimously agreed that corruption is the largest single impediment to the attainment of sustainable development in the Plan Area. The effects of corruption they identified as "seriously undermining the rule of law in Jamaica, as public officials frequently abuse offices for private gains, despite the presence of three anti-corruption bodies: the Office of the Contractor General, the parliamentary Integrity Commission and the Corruption Prevention Commission." (Section 6. 5. 8). The less than transparent way in which the Constituency Development Fund (CDF) is spent was also discussed at length. Many involved in the consultation felt the spending of same was politically driven. The Single Anti- Corruption Agency (now Integrity Commission) was identified as a strategy that could address the issue of corruption within the parish and island wide.

The plan also identified other 'issues and challenges' such as; Poor Political Representation and lack of Citizen Participation in Governance, Political Polarization, Inadequate Local Governance Reform, Deficiencies in the Performance of the Clarendon Parish Council, Low Levels of Property Tax Collection, Squatting, Polices Excesses, an Inefficient Public Sector among others.

The changes to the document are to be collated and incorporated into the draft document which will again be circulated to the wider group for sign off. A follow up meeting is to be scheduled and all in attendance will again be invited to participate. The Secretariat intends to also conduct further research to provide data for the governance and other sections of the Plan.

While the formulation of community development plans does not fall within the remit of NIA, it was a useful process as we were able to support the citizens identification of Corruption as a major hindrance to development and encourage participants to review the intended purpose of the Integrity Commission and lend support to a call for its speedy implementation and support. It also afforded NIA the opportunity to build social capital with agencies within Clarendon.

Building and Strengthening Key Networks Internationally

Transparency International Annual Members Meeting

Transparency International (TI) held its Annual Membership Meeting (AMM) in Berlin, Germany over the weekend of November 9 – 10, 2013. The AMM was preceded by regional meetings on Thursday, November 7 and a special event commemorating the twentieth anniversary of TI on Friday, November 8. National Integrity Action (NIA) was invited to participate at these meetings as a National Chapter in Formation (NCiF). The Deputy Director of External Relations, Ms. Nadiya Figueroa, represented NIA.

NIA's presence and participation were well received. The organization was congratulated at the regional meeting and at the opening plenary of the AMM for its rapid advancement to National Chapter in Formation status. Highlights for NIA were the regional meeting and Caribbean roundtable, during which priority areas and next steps for deepening collaboration were outlined. Ms. Figueroa presented on NIA's work in gender and corruption and was asked to report to the AMM plenary on this topic. There were also opportunities for sharing insights on ALAC, local government initiatives, education initiatives and sports and corruption initiatives. NIA was also approached to explore the possibility - with the GoJ - of Jamaica hosting the 2016 International Anti-Corruption Conference.

Americas Regional Meeting

The Americas Regional Meeting covered a wide range of topics, spanning the improvement of operations and coordination of efforts throughout the region to more strategic and thematic considerations. Ms. Figueroa participated in sessions on communications and strategic considerations for the enhanced impact of local and regional level work in the Americas.

On *advancing impact and influence* on a local and regional level, the discussion centered on developing relationships that would facilitate a movement for integrity and against corruption. The target relationships and nature of relationship would vary according to context, but the following actors were highlighted as critical: traditional media, non-traditional or new media, commentators, opinion formers and organizers particularly of youth, political or public sector allies, private sector allies and international community allies. On a regional level there is the challenge of engaging new actors that will have an impact on the corruption landscape but have not been traditionally included in TI's local or regional work.

This meeting echoed sentiments and insights from previous regional meetings that the approach of the anti-corruption movement must transition from predominantly lobbying to a blend of lobbying government and other formal institutional actors as well as empowering interested parties through a range of partnerships to tackle issues of corruption most pertinent to them. This will bring about greater impact.

The Regional Meeting also focused on better integration between the various sub-regions in the Americas and on the No Impunity Campaign, which is shaping up to be the next major global campaign for the TI Movement.

Caribbean Roundtable Meeting

Ms. Figueroa met with representatives from TI Guyana, TI Trinidad and the TI-Secretariat to discuss ideas for collaboration in the Caribbean sub-region.

The following was agreed:

- The *strategic priorities and potential areas for collaboration* have shifted since previous discussions. For instance, a focus on security, trafficking and illicit flows is still important for the region but may not be areas that the local chapters can lead on at this point.
- The push for *Campaign Finance Reform* led by Jamaica and integral for the entire region, offers a good point for collaboration.
- Other potential areas for collaboration are *Procurement guidelines* and related issues of *Contracting* and *Local Government*.
- The ALACs also represent an area of collaboration, as far as working on a tangible initiative and building the grassroots legitimacy of the TI movement in the Caribbean. So far TI-Haiti has an operational ALAC and TI-Trinidad just launched its ALAC spearheaded by a board member.
- TI-S shared that some donor partners have expressed interest in supporting ALAC's in the Caribbean.
- Another point raised was the *growing importance* of Corruption in Sport, and utilizing this as a rallying point to get more Caribbean people – who are passionate about sport – interested in tackling corruption. Also, the need to watch the progress of the Caribbean Court of Justice and the extent to which this could become a mechanism for targeting trafficking and illicit financial flows regionally.

TI-S highlighted that the *next steps* would be to create a “Community of Practice” with select, agreed, shared initiatives and initial targets. An Advisory Committee would be required to steer the process. TI-S also committed to updating the previously developed strategic document and circulating to Chapters and Chapters in Formation in the Caribbean.

Of particular note, there is interest in having Jamaica host the 16th *International Anti-Corruption Conference*, which is staged every two years. NIA was represented at the 2012 conference in Brazil. In 2014 it will be held in Tunisia, and ideally the host country of the 2016 conference will be announced then. There is an application and bidding process for potential host countries. The TI chapter or organization in the host country is tasked with garnering the support of the government and fundraising for a proportion of the cost of the conference.

TI Twentieth Anniversary Event - Looking Back and Looking Forward

The full day of activities around the twentieth anniversary focused on celebrating the history and the founders of the TI movement as well as looking towards the future.

The movement has grown to 95 chapters, 17 chapters in formation (NIA-Jamaica being one) and 31 individual members (of which NIA's Executive Director, Trevor Munroe is one). The Chair of TI, Huguette Labelle, articulated the approach of the movement as coalition building, shaping political discourse and

pushing positive values of transparency, accountability and integrity to counter corruption worldwide. One of the founders, Peter Eigen, spoke to the history behind this approach. He highlighted the early successes of developing “islands of integrity” through which the collective action of the willing few presented a demonstrated example of what was possible through the elimination of corruption. This occurred first in big businesses bidding on contracts in Africa. Competing firms formed pacts to not pay bribes and to abide by official tender and procurement guidelines. This approach of coalition building and collective action of the willing was then utilized in electoral politics. Competing politicians formed pacts around the conduct of free and fair elections.

Other speakers focused on the future of building integrity globally. Below are a few highlights:

- **Corruption in Private Sector** – The next frontier must be in combating tax havens and the illicit flows of finances, taking the profit out of corruption. Leonard McCarthy of the World Bank argued that better partnerships need to be built within the financial sector, engaging the willing in making public the flows of finances and facilitating cooperation towards better investigations and prosecutions. Yves Leterme from the Organization for Economic Co-operation and Development (OECD) noted that whereas conventions exist, enforcement is still weak. This is particularly true as related to private sector integrity with bribery for contracts and breach of procurement guidelines being prime examples. The nexus of public and private sectors and the opportunity presented for corruption here was a focal point.
- **Anti-Corruption in the Fight Against Poverty** – Elimination of poverty and building stable societies will require not just economic growth, but good governance. Initial poverty reduction targets have been achieved predominantly through rapid growth in select emerging economies, such as China and India. In order to further reduce poverty and ensure social stability a greater focus will have to be placed on equity, sustainability and good governance. Corruption has been extremely corrosive of the institutions and sectors that should ensure opportunities for upward mobility - education and commerce being examples. Without transparency there is low trust, therefore limited investment for future growth and prosperity. Beyond MDG, development objectives must include anti-corruption.
- **New Strategies in Tackling Corruption & Engaging Citizens against Corruption** – Emphasis is shifting from purely institutional and formal regulatory approaches to tackling corruption to greater citizen empowerment and social movement. TI’s new global campaign, dubbed “No Impunity,” aims to innovate in social and political sanctions against corruption. There is a special focus on building partnerships with investigative journalists, building awareness through traditional and new media and engaging youth as the next generation of citizens. Of note, the TI integrity awards for 2013 went to two investigative journalists, carrying out work in China and Mozambique.

Workshops and Plenaries

Ms. Figueroa participated in workshops on No Impunity, Local Government and Corruption, Gender and Corruption as well as plenary sessions.

The *No Impunity* workshop outlined the priorities of the campaign as:

1. Closing international loopholes for the corrupt;
2. Strengthening judiciary capacity and action against the corrupt; and
3. Innovating around political and social sanctions against the corrupt.

The latter garnered the most interest and attention, but had the least concrete next steps. The discussions resonate with the Jamaican context, in that there is significant frustration and anger amongst people regarding corruption but little empowerment to act against it. The movement and local chapters face a challenge in how to educate and engage citizens towards mobilizing this energy. The TI-S presented a toolkit, in the early stages of development, with ideas and templates for creative actions in sanctioning the corrupt. For instance, public boycotting of private businesses or graffiti art at the residences of politicians or public officials engaged in corrupt activity. The toolkit will be disseminated soon.

Ms. Figueroa contributed to the discussion, noting that sanctioning is culturally specific. Context determines what is effective and acceptable, and also the risk calculation. She also indicated that consideration would have to be given to the impact on relations that are required for reform efforts. In response, the TI-S emphasized that the nature and level of local chapter participation in this global campaign would be determined by the chapters.

The *Local Government* workshop highlighted the interface point for most citizens and their government as being through local government, as opposed to central government. Also, significant resources are allocated through local government for upkeep of local infrastructure, services and development initiatives. The TI-S is developing a methodology for local integrity system assessment, intended to accomplish for the local level what the national integrity system assessment achieves at the national level in detailing and analyzing integrity strengths and weaknesses. The TI-S presented its draft “Anti-Corruption Principles for Local Governance.” Feedback was that the outlined principles were valid but did not take into sufficient account the particularities of local government as opposed to central government. Issues of low funding, low capacity and the informal parochial nature of relationships did not get adequate attention.

Ms. Figueroa engaged a member of the public sector integrity team at TI-S to discuss NIA’s work with the Social Development Commission on Local Governance Reform, and potential interest in utilizing an assessment methodology and tools that are specific to local governance issues.

The *Gender and Corruption* workshop brought together lessons and insights from various chapters engaging in gender work. The workshop spoke to the importance of working with research and data, as opposed to purely anecdotes and myths. For example, it cannot be taken for granted that women are lesser perpetrators of corruption than men. However, data does show that gender plays a role in how individuals are impacted by corruption. For instance, women are exposed as the member of the household most likely to directly interact with education and health service providers, usually in the context of caring for children. Also, women are more likely to pay bribes for services through sexual favors as opposed to money. Presentations from Latin America and the South Pacific highlighted that empowering women in their communities through meaningful political participation can have a positive

impact on reducing corruption. For example, women as heads of households and caretakers need to be aware and empowered that services provided by the state are afforded to them as citizens and not as a political favor that deserves something in return.

Ms. Figueroa delivered a presentation on the rationale behind NIA's research and advocacy project on gender and corruption, done in collaboration with the Jamaica Civil Society Coalition and implemented through the Women's Resource and Outreach Centre. She focused on the complex and often contradictory role of women in Jamaican society. Women are empowered through education and have held prominent leadership roles including Prime Minister. However, women are vulnerable in particular industries (hospitality and some service industries – open to sexual predation) and also remain under-represented in higher echelons of both the private and public sectors. This dual empowerment and vulnerability of women needs to be understood in combating corruption; women in media, public and private sector leadership and particularly female parliamentarians need to be mobilized in tackling corruption.

Ms. Figueroa's presentation was well received and she was asked to report to the closing plenary session on the gender and corruption discussion and next steps. She has been invited to join a group that will contribute to the development of TI's Gender and Corruption position.

Assessment

The discussions and debates of the TI global movement mirror those of NIA on the local level. On its twentieth anniversary the TI-S and TI's diverse membership is considering how best to energize and mobilize citizens in building integrity, how to expand partnerships, and how to employ innovation and creativity in combating corruption. The movement is also expanding its thematic areas, to deepen its engagement in the private sector and to tackle salient issues of poverty and inequality.

NIA and its work continue to be favorably regarded by colleagues at the TI Secretariat and within the TI global movement. NIA is viewed as a leader in the Caribbean, on approaches to coalition building and critical issues such as Campaign Finance Reform. NIA's participation is requested on TI initiatives in newer areas such as gender and sports. There are also possibilities for sharing insights and utilizing tools on local government and education initiatives. NIA will have to carefully consider its priority areas for strengthening collaboration throughout the Caribbean and for building further partnership with TI. A concrete next step for NIA will be the pursuit of full National Chapter status. This will allow NIA to further leverage the TI network and brand in communications, advocacy and mobilization of resources.

NIA Participates in Transparency International Review

NIA selected as One of Six Transparency International Chapters visited for the Global Secretariat's Mid-Term Implementation Plan Review

Transparency International (TI) selected NIA to participate in their ongoing Mid-Term Review. This represents a feather in NIA's cap as the consultants are visiting only six of the movement's 100 chapters - with NIA being one of two selected from the Americas. The Mid-Term Review of the TI Secretariat's Implementation Plan aims to assess the Secretariat's contribution to the TI Global Movement's work and

achievements in line with the 2015 Plan and Strategy. Insights and lessons from the assessment of the Implementation Plan and its rollout will inform future strategic and programmatic planning, design and management.

The consultant, Dr. May Miller-Dawkins, Head of Research at Corelab Consultancy, based in New York, visited with NIA May 19-20, 2014. The two-day visit included a session with NIA staff and a meeting with board members as well as accompanying staff to outreach activities and routine meetings with partners. Dr. Miller-Dawkins' itinerary included attending a NIA presentation to student leaders at the University of the West Indies and meetings with the Resident Legal Advisor at the US Embassy and the Chief Justice of Jamaica. In the session with NIA staff, Dr. Miller-Dawkins facilitated team members in developing a mapping of the organization's history inclusive of significant milestones in the political landscape and NIA's contribution to tackling corruption in Jamaica.



Dr. Miller-Dawkins poses with members of the NIA team at the end the session.

The consultant expressed gratitude for NIA hosting the visit at short notice, and for the “useful insight” she gained into the organization's approach and work. Her initial impressions aligned with those of colleagues in the Americas Department at the TI Secretariat - that NIA's evolving model of anti-corruption advocacy and activity in Jamaica is one from which lessons can be drawn for the wider movement. She highlighted two strengths of NIA: 1. Non-reliance on the TI Secretariat for resources or political directives, while leveraging the international research, reach and reputation of TI; 2. Ongoing efforts to diversify the work through grassroots and community initiatives, while maintaining a strong presence and contacts within the political directorate around institutional reform and legislation.

While this visit will have no direct bearing on the process of NIA becoming an accredited chapter of Transparency International (NIA is currently a National Chapter in Formation), the esteem and attention being shown by the global body bodes well for NIA.

NIA Participates in the Fourth Review of Jamaica's Implementation of the IACAC

Jamaica became a Party to the Inter-American Convention against Corruption (IACAC) on the 16th of March 2001. The purposes of the Convention are: 1. To promote and strengthen the development by States Parties of the mechanisms needed to prevent, detect, punish and eradicate corruption; and 2. To promote, facilitate and regulate cooperation among the States Parties to ensure the effectiveness of measures and actions to prevent, detect, punish and eradicate corruption in the performance of public functions and acts of corruption specifically related to such performance.

The IACAC, alongside other anti-corruption international instruments, most notably the United Nations Convention against Corruption (UNCAC), form important leverage for domestic campaigns to strengthen the anti-corruption institutional framework in member States.

Successive rounds of review have been undertaken to assess the manner in which State Parties are implementing the IACAC. Jamaica was reviewed during the First, Second and Third Rounds of Review in 2005, 2008 and 2011 respectively. Several recommendations were made with regards to steps to be taken by Jamaica to improve its implementation. These included recommendations to:

- Strengthen the implementation of laws and regulatory systems related to conflicts of interest, ensuring that they are applicable to all public officials and employees, so as to permit practical and effective application of a public ethics system;
- Adopt measures to ensure the timely delivery by government agencies of appropriation accounts to the Auditor General;
- Develop, where appropriate, and strengthen mechanisms requiring public officials to report to appropriate authorities, acts of corruption;
- Establish bodies, or provide additional authority to an existing body, in charge of overseeing those offices that currently do not fall under the purview of any controls;
- Strengthen oversight bodies in their functions related to enforcement of the Convention;
- Strengthen the mechanisms for ensuring public access to information;
- Strengthen and continue to implement mechanisms to encourage civil society and non-governmental organizations to participate in the follow up of public administration and generate opinions and proposals to be taken into account in preventing, detecting, investigating and punishing corruption.

The IACAC fourth round of review began in September 2013 and will conclude in September 2014. For the first time, review teams have been making site visits to State Parties to consult with anti-corruption agencies and other stakeholders. Previous reviews were carried out via written correspondence. National Integrity Action (NIA) was invited by the Solicitor General to participate in a consultation with the IACAC review team during their April 1st-3rd visit. Other invitees included the Private Sector Organization of Jamaica and the Jamaica Bar Association; NIA was the only civil society organization invited.

NIA Executive Director, Professor Munroe, and Deputy Director of External Relations, Ms. Figueroa, met with the IACAC review team on Tuesday April 1st 2014, at the Attorney General's Chambers. The review

team was headed by Mr. Rodrigo Silva of the Organization of American States' (OAS) Department of Legal Cooperation and comprised of experts from the El Salvador and Grenada governments. Four entities submitted detailed reports for the review in Jamaica, the Office of the Contractor General (OCG), the Auditor General's Department (AG), the Commission for the Prevention of Corruption (CPC), and the Parliamentary Integrity Commission (PIC).

Professor Munroe gave a brief presentation, preceding a lively discussion. Glaring weaknesses in the current anti-corruption architecture in Jamaica were highlighted, including the lack of will, follow through, effective prosecution and reasonable punishment for public officials and parliamentarians allegedly involved in corruption. Data from the submitted reports of the CPC and the PIC in particular was drawn upon to substantiate these shortcomings. The review team was particularly interested in the recently-tabled legislation for the rationalization of the OCG, CPC and PIC into a single anti-corruption agency - a new Integrity Commission - with enhanced investigative capacity and prosecutorial authority.

In subsequent correspondence between Mr. Silva and Ms. Figueroa the review team was guided to relevant aspects of the proposed Integrity Commission legislation and Electoral Commission of Jamaica report on Campaign Finance Reform, for inclusion in their review report and recommendations. In an April 4, 2014 email Mr. Silva wrote "I was very pleased receiving your perspective on the topic... I would also like to thank you very much as well for providing the documents and pointing out where the memorandum or objects and reasons is found [on the proposed legislation for the Integrity Commission]. This will prove to be very useful, as well as the other documents you have sent. In addition, I will certainly be looking at your website to get further insight and information with respect to the topics that are being reviewed for the fourth round."

Participation in the IACAC review also afforded NIA the opportunity to strengthen its contact with the Attorney General's Chambers. This was accomplished through Mr. O'Neil Francis, who is charged with the coordination of government agencies and efforts in following up on the recommendations of this fourth round of review. NIA's offer to play a critical-support role in facilitating the required follow up was well received by Mr. Francis.

NIA anticipates that the upcoming report of the IACAC review team, due before the end of 2014, will lend support to its ongoing advocacy for the Integrity Commission and other legislative reform. It may also give rise to a NIA facilitated forum for anti-corruption agencies and other stakeholders to discuss addressing the recommendations made.

Anti-Corruption Assessment of Armenia

In keeping with the Executive Director's status as an individual member of Transparency International, as well as the growing international reputation of NIA in pioneering new approaches to combating corruption, the Executive Director was invited by the Mission Director of USAID Armenia to form one half of a two-person expert group in response to a request from the government of Armenia. The

objective of this expert group was to review Armenia's anti-corruption strategy and to advise on strengthening the effectiveness of the combat of corruption in that country.

During the course of the visit, Professor Munroe as part of the team, carried out an extensive, critical examination of the Armenian government's anti-corruption policy and institutional arrangements; had dialogue with a cross-section of government officials, including special advisors to the President; interviewed key individuals from the USAID and other multi-lateral missions in Armenia, as well as met with the leadership of the Transparency International group in Armenia. During the visit, an exchange of views on appropriate anti-corruption aims in Armenia was held with the US Ambassador to Armenia.

At the conclusion of the visit, the team presented its deliverables and the Armenian officials expressed great satisfaction with the work accomplished, including lessons from the Jamaican experience, and the hope that cooperation would continue. All expenses relating to this visit, including consultancy fees, were on the account of USAID Armenia.

Engaging the IDP Community

During the year, monthly media reports produced by NIA's Principal Advisor were shared with members of the IDP community. The Executive Director and Deputy Director-External Relations also represented NIA in several social functions and consultations as captured in the first appendix. Factsheets on the Campaign Finance Reform bill as well as the Integrity Commission Act were also shared with members of the IDP community.

EU Delegation Civil Society Meeting

National Integrity Action was one of several civil society organization invited to attend a January 28 meeting at the offices of the EU Delegation. The meeting was held to facilitate talks between civil society groups and a team visiting from Brussels. Among the Civil Society Groups represented were:

- Jamaica Environment Trust
- Stand Up for Jamaica
- Jamaicans for Justice
- The Dispute Resolution Foundation
- Caribbean Vulnerable Communities
- The Jamaica Forum for Lesbians All-Sexuals and Gays
- Rise Life Management Services
- Women's Resource and Resource Centre
- Children First

The meeting focused on unearthing the challenges being faced by the groups, how they view the EU and in what ways could relations be strengthened in areas that are perceived as being weak. NIA stressed the point that the EU, and External Partners in general, should be far more assertive in ensuring that commitments made by the government are adhered to. There was also discussion around the EU's support for the Single Anti-Corruption Entity, as well as electoral reform and ensuring greater transparency in government.

Overall, the discussions were fruitful, with the EU team indicating a possibility of offering some media training including new media to assist NGOs to become more effective and gain some leverage. A clear need was also established for lines of communication to be maintained, with regular meetings of this nature.

Presentation to the IDB

The IDB's Civil Society Consulting Group (ConSOC) extended an invitation to the Executive Director of NIA, Professor Trevor Munroe, to make a presentation on the work of the organization at their first quarterly meeting on March 27, 2014. The meeting was chaired by the IDB Country Representative, Mrs. Therese Turner Jones, and attended by leaders from the private sector, church, women, youth and environmental groups. Also in attendance from NIA were Ms. Nadiya Figueroa, Deputy Director-External Relations and Ms. Jamie-Ann Chevannes, Administrator.

Professor Munroe spoke to the rationale for the establishment of NIA, referencing various assessment studies that had been conducted - including by Transparency International and USAID - on the systemic nature and adverse impact of corruption on Jamaica's development. He highlighted that while resistance to corruption was "real," this was inadequate in tackling the problem. The NIA vision and mission were shared, with emphasis on its focus areas of building public awareness, plugging legislative loopholes, strengthening institutional capacity, developing collaborations and strengthening relations with international partners.

Professor Munroe also spoke to the impact of NIA's work thus far: The Global Corruption Barometer (2013) noting that public awareness of NIA is at 33%, and that 77% of Jamaicans are interested in joining an anti-corruption organization. He noted that the LAPOP 2012 Survey reported a significant reduction in bribery, giving credit to the hard work of the Anti-Corruption Branch of the JCF. Prof. Munroe noted that progress on the legislation for Campaign Finance Reform and the tabling of a bill to establish an Integrity Commission, were propelled by NIA's consistent advocacy. He emphasized that further work is required in pushing the legislative reforms and challenging the impunity of the politically connected. The engagement of multi-laterals, such as the IDB, is especially critical in ensuring that anti-corruption and integrity building initiatives are given national level priority.

The presentation was followed by a robust discussion, in which the following comments/questions were noted:

- Reports of corrupt activity are commonplace, "everyone hears about how much money has been passed, by whom and to whom." How do we follow up and ensure that corrupt actors are "ousted"?
- Corruption is pervasive in both the public and private sectors. How can private sector do more, why isn't private sector doing more?
- It is good that new branches and organizations are being set up to tackle corruption. How do we encourage the sanctioning of entities and leaders across the board that fail to do their jobs, and are facilitating systemic corruption?
- Thus far legislative measures taken to combat corruption have been "shells", and not substantive enough or well enforced. Is the Integrity Commission legislation another shell, and how do we ensure it is effective?

The range and depth of the discussion indicated that the leaders around the table were not only concerned about levels of corruption in Jamaica, but also considering their role and the most effective strategies in combating it. NIA will build on this meeting in continuing to strengthen networks amongst those of integrity within the civil society and across sectors. An important outcome of the meeting was a commitment from Mrs. Turner Jones to address the issue of corruption controls in the work of the IDB in Jamaica. This is critical, given the role that the IDB plays as a leading multi-lateral funder of major infrastructure and other projects in Jamaica. Much of this discussion carried over into a breakfast meeting attended by Prof. Munroe and Mrs. Turner Jones the following morning.

COMET II Partnership

COMET II is USAID's new five-year project, which commenced in late 2013 as a follow-on to their Community Empowerment and Transformation (COMET) Project. It is designed to leverage the past engagements in this sector by USAID/Jamaica, by building upon the accomplishments and best practices of COMET. COMET II aims to strengthen community and civil society organizations, increase citizen cooperation and accountability, strengthen juvenile justice and youth at-risk programs, and further support community-based policing practices. The project will also support improvements in the adaptive capacity of communities to prepare for the impacts of extreme weather events and to address global climate change adaptation issues. It will also advance other cross-cutting development themes including gender equity, disability rights and HIV prevention.

The activities of COMET II will, for the foreseeable future, be focused in the five parishes of Kingston, St. Andrew, St. Catherine, St. James and Clarendon, within communities operating under the Planning Institute of Jamaica (PIOJ) led Community Renewal Programme (CRP). In preliminary meetings between COMET II staff and NIA staff facilitated by AOR Allan Bernard, the four components of COMET's work were outlined:

1. Working with communities to build social cohesion – develop programming to change perceptions of police.
2. Developing a culture of lawfulness – including corruption and other behaviours
3. Alternative justice – working with high risk youth
4. Working to continue the roll out of community based policing

The potential for synergies within the second component were highlighted early on. Since then, NIA and COMET II staff have held several follow-up meetings to work through the depth and breadth of the collaboration. This is yet to be finalised, but it is anticipated that a synergistic partnership will emerge that will prove mutually beneficial to both projects.

NIA is represented on the COMET II Subcommittee on the Culture of Lawfulness (CoL) component. The remit of the Subcommittee, convened on April 1, 2014, is to assist in the implementation of the COMET II work plan and to act as a resource group. Other members include representatives from partner organizations: the Planning Institute of Jamaica, particularly their Community Renewal Program; the Jamaica Constabulary Force and the Social Development Commission.

In addition to the CoL sub-committee, NIA staff have frequent bilateral meetings with the COMET II team on specific initiatives. NIA has given input and provided feedback on COMET II's first series of Public Service Announcements (PSAs). This was requested given NIA's track record in producing high quality media campaigns, contributing to wider public recognition of the organization and increased public awareness around corruption. COMET II's Public Outreach Specialist has also consulted with NIA on accountability and transparency activities targeting at-risk youth in communities and journalists.

NIA assisted in the approach and agenda of a two-day work shop on Citizen Journalism for 25 youth from targeted communities, held on Monday June 30th, 2014 at the University of the West Indies. NIA's

Research Coordinator gave an informal presentation on the role of citizen participation in bringing transparency and accountability to vulnerable communities. Further and deepened collaboration is anticipated in the coming year.

Professor Munroe made a presentation to COMET II staff and stakeholders at a full-day workshop organized by COMET II on September 23 at the PIOJ offices in Kingston. The presentation sought to recount the context and events which led to the formation of NIA with direct reference to the contribution of USAID and the COMET I project. Prof. Munroe went on to speak to ways in which NIA and COMET could collaborate and achieve synergies in their intersecting objectives. Stakeholders, including community representatives and organizational partners, responded very well to the presentation.

The workshop's opening address was given by USAID Mission Director Denise Herbol, with presentations by Chief of Party, Doug McCaffery; governance specialist, Tania Chambers; SDC Executive Director, Dr. Dwayne Vernon and monitoring and evaluation specialist Dr. K'adamawe K'nife. The occasion was also used to the project's website.

Qualitative Developments

Over this programmatic year NIA continued towards consolidation as a lobby/advocacy group while setting the stage for movement building as a membership organization. These efforts persisted in a period of significant flux – economically, socially as well as politically – both locally and overseas. A discussion of some of these developments relative to the work NIA has undertaken in the past year is presented in this section.

Corruption-Related Research Findings

The Global Competitiveness Report 2014/2015 published by the World Economic Forum includes, on an annual basis, the score and rank of countries around the world in relation to over one hundred indicators grouped under twelve pillars. Corruption-related findings are grouped under the first pillar ‘Institutions’ and relate to 10 indicators. On the basis of assessing the pillars and the indicators not only is a country scored and ranked, but also “the most problematic factors for doing business” are also scored and ranked.

The 2014/2015 report and index presented mixed findings in relation to Jamaica. On the positive side, Jamaica improved its score marginally from 3.9 to 4 (on a scale of 1 to 7) and its ranking to 86 from 94 out of one hundred and forty plus countries. Similarly, in respect of 5 of the indicators related to corruption there was a marginal improvement in value as well as in rank. Amongst these the country continued to rank in the top third in relation to **judicial independence** and the **strength of auditing and reporting standards**. In relation to **public trust in politicians, irregular payments and bribes, favouritism in decisions of government officials and ethical behaviour of firms** the marginal improvements did not impact the country’s rank among the lower half of the one hundred and forty four states in the report.

On the negative side, corruption continued to rank in the top 3 of the sixteen most problematic factors for doing business and the percentage of responses identifying this as a problem increased marginally. Significantly, there were 3 corruption-related indicators in relation to which the assigned values as well as the country’s rank deteriorated. These were **wastefulness of government spending, burden of government regulation** and **transparency of government policy making**. These last findings suggest continued high levels of clientelism and cronyism, incentivised by the need to get around red tape and bureaucracy and facilitating grand and administrative corruption. The corruption-related research findings corroborate popular perception and lend continued urgency to making more transparent and accountable the legislative, institutional and behaviour-influencing governance framework.

These findings reinforce the need for NIA’s evidence-based activity aimed at enhancing public awareness of the cost of corruption - particularly in deteriorating infrastructure - and the need for presentations calling for increased transparency, particularly in government expenditure. At the same time the Global Competitiveness Report provides ample justification for NIA’s targeting for reform in one of the least transparent and most critical linkages in the governance system, namely political party funding and election campaign finance. Finally, the key role of judicial independence, relatively robust,

in coming to grips with corruption in high places underlines NIA's emphasis on continuing training of officials in the justice system.

Organizational Development & Sustainability

Much of NIA's work over the past three years has been undergirded by the funding support of the USAID and the UK DFID. Organizational sustainability – an issue being grappled with internally since the inception of the organization – was brought into sharp focus during the year, with the initial indication and later confirmation from UK DFID that changes in the political situation in the UK meant that previous plans to continue supporting the work of NIA have to be shelved. As a result, UK DFID funding support for NIA will end in December 2014. This can be placed in the context of a trend in reduced funding for NGO's as reported in the Gleaner - *Cash crunch: Funds dry up for human-rights lobbies* <http://jamaica-gleaner.com/gleaner/20140817/lead/lead1.html>. Having previously undertaken efforts at local and Diaspora-based fundraising, NIA has begun the process of re-scoping, re-assessing and redoubling its efforts at generating additional funding – to complement the ongoing support from USAID – in order to carry on this critical mission.

Towards the end of the reporting period NIA lost the services of the very able Nadiya Figueroa as Deputy Director External Relations. Ms. Figueroa opted not to renew her contract for personal reasons. Her contribution to the growth and recognition of the organization are commendable and her departure is a definite loss for NIA. Her contribution was perhaps best witnessed in her efforts at strengthening NIA's relationship with the TI secretariat and particularly the Americas team. Mention must be made also of how well she represented the organization in several public spheres locally, internationally as well as in the media. A decision to hold off on recruiting a replacement was taken by the NIA team who remain confident that the able remaining staff although stretched are capable of filling the created gap.

NIA's current organizational structure speaks to a staff compliment of seven persons including the Executive Director. This has meant that individuals are often called up on to perform duties outside of their core responsibilities. One of the more taxing areas - in which demand markedly outstrips capacity - is in responding to invitations for public speaking engagements. The bulk of these have fallen to the Executive Director, with the former Deputy Director External Relations providing support. To this end a decision was taken to equip all NIA staff with training to enhance their capacity to perform this function. Several sessions on the art of public speaking were delivered by Fae Ellington experienced journalist, communications expert and lecturer at the Caribbean Institute of Media and Communication (CARIMAC). The rewards of these training sessions were almost immediately seen with members of staff utilizing the training to deliver public presentations. Members of staff also openly expressed the usefulness of the sessions to them. In the upcoming year NIA intends make training in Project Proposal Writing and Social Auditing available to members of staff. In so doing NIA hopes to not only build the capacity of staff members but also develop skills sets in-house that would normally have to be outsourced, thereby acting as a saving to the organization while contributing to organizational sustainability.

Social Media

A decision was taken during the year to revamp NIA's website to make it more attractive and user-friendly; that project is currently ongoing. Additionally, NIA - through its communication partners EWA and the resident social media expert - dedicated significant attention and resources to its Facebook page in an attempt to generate more interactions and add another dimension to the organization's public engagement. The initial task was to make the issue of corruption and other governance matters more understandable and less complex as well as to make it topical within the Jamaican social media landscape. The difficulties associated with accomplishing this task led to a re-evaluation and a realization that while there is some value in maintaining a Facebook page it may not provide the desired results at this time.

Strengthening Key Networks

Transparency International (TI)

In April 2014 Transparency International requested that NIA be one of the six affiliate bodies of TI globally to participate in a Mid Term Review of its Strategic Plan. This request was gladly accepted by NIA. This led to the visit of Dr. Miller Dawkins in the following month of May. NIA's selection confirms the high regard in which the organization is held by the TI Secretariat. NIA's progress within the movement has been described by some as unprecedented. Arguably, this is a view supported by the results of the 2013 Global Corruption Barometer which saw the familiarity of NIA's work locally (approximately 1 in 3 person answered yes to knowing of the work of NIA) bettering that of more seasoned chapters or chapter formations within the TI anti-corruption movement.

NIA continues to enjoy a very good relationship with Transparency International in general and relies on the mutually beneficial close working relationship with the Regional Americas team. In the upcoming quarter NIA will be represented at the Annual Members Meeting (AMM) scheduled to be held in Berlin, Germany. This marks the third consecutive year that NIA will be attending and participating in this event.

Currently there are more than 100 Chapters of Transparency International globally. NIA remains committed to its plans to move from a Chapter in Formation to a Chapter and has taken several steps in this direction over the year. Another clear indicator of the strength of the NIA-TI relationship is the proposal from TI that Jamaica host the 2016 International Anti-Corruption Conference. These developments auger well not only for NIA, but for Jamaica, in relation to its international standing.

Diaspora

The period saw one visit to members of the Jamaican Diaspora living in Canada. This visit was the result of an acceptance an invitation from the Black Action Defence Committee (BADC) and the Jamaican Diaspora Canada Foundation to visit Toronto, Canada. While there, the Executive Director participated in organized activities and the delivering of the keynote address at their annual banquet. Very importantly for NIA, this visit will also serve as the foundation for future collaborations with an important section of the Jamaican Diaspora.

NIA's Executive Director and the message of NIA were warmly received. The challenge for NIA going forward is galvanizing and converting this reception into various forms of support. NIA is also very mindful of the huge financial demands frequently placed on members of the diaspora and such will carefully seek to build a relationship and partnership with members of the diaspora. This approach we believe will be of mutual benefit rather than appear to only be interested in benefiting financially.

In an effort to maintain and in some instance forge new bonds with the Diaspora, NIA has plans to develop and disseminate an electronic magazine (E-zine). The intended content will be updates on NIA's legislative agenda, summaries of NIA presentations delivered, links to videos of presentations, original articles relating to developments in the anti-corruption landscape and articles speaking to NIA's work. Very importantly, NIA will seek the support of all the readers and clearly state ways they can get involved. The E-zine will be shared with NIA's contacts locally and abroad.

The Social Development Commission

The Social Development Commission reports that the island-wide conference series largely achieved its intended objectives. They rate as a success the process of acquiring the needed signatures on the petition calling for the passage of the Local Government Act. As a result of the conferences the SDC is particularly happy that community members have been informed and re-energized and continue their call and agitation for the proposed reforms to be passed into law.

NIA was very happy to have assisted SDC with this venture and is also very happy to have been a part of the process. Through these conferences, NIA has now gone into parishes previously not visited and has brought the message of the need to not only combat corruption, but to act with integrity in all aspects of daily life. We were also able to share NIA-specific literature and discuss with citizens ways of getting involved in NIA's efforts. This is a necessary endeavor if NIA is to generate mass support for its mandate as a means to effecting meaningful change. Reaching out to communities in all parishes will provide an excellent platform for NIA's membership building drive going forward. We hope to nurture and build on this important partnership in the years ahead.

Youth Integrity Ambassadors

From all accounts the pilot phase of the Integrity Ambassadors Programme was a resounding success. The students drawn from different sections of society were all exposed to vital information through various forms. The importance of personal integrity, a message often forgotten, formed an important part of the 10 week process. Students themselves - at the "School Integrity Days" - recounted stories of how they have utilized lessons learnt to resolve student and student/teacher conflict and thanked the facilitators for the level of interest shown in them.

Another success story resulting from the Youth Integrity Ambassadors Programme was a very simple, yet poignant Dub Poem penned by the Youth Integrity Ambassadors of Holy Trinity High School with the assistance of the programme facilitators entitled '*It Haffi Stop*'. This piece was performed at NIA's ceremony in recognition of International Anti-Corruption Day on December 9th 2013 and was met with a resounding applause by those in attendance for both the message and delivery. The response prompted NIA to create a radio jingle and later a television commercial utilizing the voices and the same message

of the students of Holy Trinity High. NIA is also encouraged by preliminary discussions between our collaborators the JCSC and the Ministry of Education to incorporate the programme within the curriculum of High Schools across Jamaica.

NIA's Regional and International Reach

Over the period NIA has maintained its relationships with international and regional bodies. NIA through its Executive Director in the main and other members of staff has had meetings with heads of our representatives from the European Union, The British High Commission, the Canadian High Commission, the Inter -American Development Bank, the Organization of American States and the visiting International Monetary Fund team. The usual close relationship and support of DFID and USAID was again enjoyed for the duration of the year.

In seeking to foster and maintain relationships with international development agencies here in Jamaica, NIA's aim is to secure their support in the fight against corruption on the island. These agencies are instrumental in funding whether through grants, loans or other forms of assistance Jamaica's development drive and from NIA's perspective should use this power to encourage greater anti-corruption efforts. This would ensure that their contributions - in whatever form - reaches their intended targets as well as achieve maximal impact.

Regionally, NIA's Executive Director was a presenter and contributed to organizing the University College of the Cayman Islands' Ethics Conference in December 2013. Professor Munroe was very instrumental in securing the attendance and participation of the chair of the Board of Transparency International Dr. Huguette Labelle. This conference saw the coming together of Caribbean political leaders and experts within the field – as well as several international speakers - who made presentations on various aspects of corruption. NIA also lent valuable assistance to our Caribbean neighbours TI Guyana in delivering the keynote address at their fundraising dinner in November 2013.

Demand for Appearances & Speaking Engagements

NIA has consolidated its position as the leading anti-corruption NGO in Jamaica. This reality has led to the constant and increasing requests for NIA's Executive Director as well as other members of staff to deliver addresses on various topics – typically, but not always related to issues of governance, combatting corruption and building integrity – and in diverse fora. NIA through its Executive Director and other members of staff in the midst of huge challenges relating to manpower have responded to over thirty of these requests here in Jamaica, regionally as well as internationally. Perhaps the most welcomed invite came from the staff of Grace Canning Limited. This marked the first time NIA had received an invite and the resulting opportunity to engage with organized members of the working class within a work environment. The presentation to the group was well received and requests made for subsequent visits.

Successes

These two successes are highlighted not as achievements for NIA or solely by NIA, but as significant developments that have happened with significant and attributable contributions from NIA, and which should redound to the benefit of the nation as a whole.

Tabling of Critical Pieces of Anti-corruption Legislation

In March 2014 the Government of Jamaica tabled the Integrity Commission Act, which acknowledges the inadequacy of Jamaica's anti-corruption arrangements and proposes to consolidate the laws relating to the prevention of corruption and the award and monitoring of government contracts. NIA's role in getting the act to this stage, particularly in the context of continuing resistance from powerful elements in the political directorate, is clear and merits direct attribution. Efforts in this regard include the commissioning of a report by a former Director of Public Prosecutions, which led to the Executive Director's inclusion on an advisory group setup to advise the minister, and later public advocacy – including town hall meetings which featured endorsements for the legislation by representatives of the Government and the Parliamentary Opposition – around the need for and the benefits of establishing the Integrity Commission.

In addition NIA played a significant public and private advocacy role in facilitating and propelling the tabling of an Amendment to the Representation of the People's Act (ROPA) to require Political Party Registration (PPR). This amendment was tabled in September 2014, and is a precursor and companion law to Campaign Finance Reform Legislation, for which NIA continues to advocate. This pair of laws would revamp the funding framework relating to political parties and elections in Jamaica and seeks to close several existing loopholes which allow undue influence in electoral affairs.

Successful Advocacy Training for Prosecutors

National Integrity Action staged two highly beneficial and successful advocacy training seminars for prosecutors within the period. The first was held for Crown Counsel from the Office of the Director of Public Prosecutions (ODPP) in March, while the second, which sought to improve on the first, was held for Clerks of Courts from across the island in July. Our partners in executing these events included the Office of the Chief Justice, the Office of the Director of Public Prosecutions, the US Department of Justice's Resident Legal Advisor, the Justice Training Institute and the Courts Management Services.

Both residential weekend training seminars were applauded not only in their execution and the content provided, but also for the near-tangible building of understanding, capacity and confidence that was evident throughout. Senior and retired members of the judiciary who participated in the sessions were keen to point this out in their informal evaluations of the events. The participants themselves also rated the seminars highly, indicating their desire for additional training events. They were also grateful for the fresh perspective provided by the Assistant US Attorneys who participated in the second seminar.

Monitoring and Evaluation

NIA's monitoring and evaluation plan outlines five indicators (two standard and three customized) which seek to measure varying objectively verifiable aspects of the organization's work. These indicators benefitted from a Data Quality Assessment towards the end of the last programmatic year, which recommended the use of two new indicators.

Project Name: NIAL - Combatting Corruption in Jamaica			
Performance Indicator Reference Sheet			
Indicator Number: 1			
Indicator: Number of presentations and media engagements incorporating material relating to key anti-corruption legislation.			
DESCRIPTION			
Precise Definition(s): This customized indicator captures the number of presentations and media engagements – by NIAL staff - that provide members of the public with information relating to the key legislative objectives of NIAL.			
Unit of Measure: Number of presentations/engagements.			
Disaggregated by: N/A			
Justification & Management Utility: Public engagement and education are critical pillars of NIA's work. As it relates specifically to the passage of key legislation, not only does the public need to be informed and educated about the legislation, but public support for the bills is also necessary. NIA uses these presentations and media engagements to generate this public support.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Report on event			
Estimated Cost of Data Acquisition: \$0			
Responsible Individual(s) at the Project: Events & Public Participation Coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2013			
Known Data Limitations and Significance (if any): n/a			
Actions Taken or Planned to Address Data Limitations: n/a			
Date of Future Data Quality Assessments: n/a			
Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Data does not bear analysis			
Presentation of Data: Coordinator presents report to Executive Director			
Review of Data: Executive Director makes comments on report, which are integrated as amendments.			
Reporting of Data: Report is completed, disseminated and incorporated into NIAL quarterly report to be submitted to USAID.			
OTHER NOTES			
Notes on Baselines/Targets: Target is based on number of such engagements observed prior to introduction of indicator.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	--		
2013	--		
2014	6	22	A range of presentation to various for a – from CDC representatives in the SDC conference series, to an international conference, to Lay Magistrates association and High school PTA meetings.
2015	6		
DATE LAST UPDATED: September 15, 2013			

Project Name: NIAL - Combatting Corruption in Jamaica			
Performance Indicator Reference Sheet			
Indicator Number: 2			
Indicator: Number of government officials receiving USG-supported anti-corruption training.			
DESCRIPTION			
Precise Definition(s): This <u>standard indicator</u> is defined as the cumulative number of government employees, in particular: prosecutors from the Director of Public Prosecutions' office, clerks of courts from the resident magistrate's court, Resident Magistrates and High Court Judges that receive anti-corruption training or sensitization through NIAL.			
Unit of Measure: Number of participants			
Disaggregated by: Gender			
Justification & Management Utility: As more members of the investigative, prosecutorial and judicial corps receive anti-corruption training, the better equipped they will be to handle anti-corruption cases. This training seeks to enhance the capacity and increase the professional will of persons involved in bringing the corrupt to justice. Generally, as government workers are sensitised to the corruption realities they are more equipped to play their role in reducing the occurrence and impact of corrupt activity.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Registration forms at the workshop			
Estimated Cost of Data Acquisition: \$0			
Responsible Individual(s) at the Project: Events and Public Participation Coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: December 2011			
Known Data Limitations and Significance (if any): Persons trained or sensitised may not implement or utilise the training received.			
Actions Taken or Planned to Address Data Limitations: Continue to call on agencies/agents to step up to the plate and play their role curbing corruption			
Date of Future Data Quality Assessments: n/a			
Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: At the conclusion of training/sensitisation workshop, Coordinator collects registration and attendance forms and drafts a summary report, including disaggregation of the data.			
Presentation of Data: Coordinator presents report to Executive Director			
Review of Data: Executive Director makes comments on report, which are integrated as amendments.			
Reporting of Data: Report is completed and incorporated into USAID quarterly report.			
OTHER NOTES			
Notes on Baselines/Targets: Target for 2014 onwards reduced based on anticipated training schedules.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	0	47	
2013	150	184	
2014	100	129	Across four events – agency heads roundtable, ODPP Advocacy seminar, RM Seminar & Prosecutors Seminar - 33 males and 96 females were trained/sensitised.
2015	100		
DATE LAST UPDATED: September 15, 2013			

Project Name: NIAL - Combatting Corruption in Jamaica			
Performance Indicator Reference Sheet			
Indicator Number: 3			
Indicator: Number of briefings provided to IDP's on governance-related issues			
DESCRIPTION			
Precise Definition(s): This <u>customized indicator</u> is defined as the number of briefings or reports provided to NIAL's/Jamaica's International Donor/Development Partners on governance related issues, including corruption specific matters.			
Unit of Measure: Number of briefs/reports.			
Disaggregated by: n/a			
Justification & Management Utility: Experience has shown that Jamaica's IPDs are a very important source of influence - in conjunction with local advocates – in achieving critical reforms. The indicator captures NIA's steps to keep the IDPs informed and updated on Jamaica's ever-changing governance landscape, which ought to improve their ability to make timely interventions.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Completion of brief.			
Estimated Cost of Data Acquisition: \$0			
Responsible Individual(s) at the Project: Research Coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2013			
Known Data Limitations and Significance (if any): n/a			
Actions Taken or Planned to Address Data Limitations: n/a			
Date of Future Data Quality Assessments: n/a			
Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Data does not bear analysis			
Presentation of Data: Research Coordinator and Deputy Director-External Relations compile brief			
Review of Data: Executive director makes comments on Brief, which are integrated as amendments.			
Reporting of Data: Brief is completed and incorporated into USAID quarterly report along with notations speaking to reception by the IDPs.			
OTHER NOTES			
Notes on Baselines/Targets: Achieving the target is partially dependent on funding partners (USAID and UK DFID) facilitating meetings with members of the larger IDP community.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	--		
2013	--		
2014	10	18	Twelve monthly media briefings circulated, as well as several engagements with individual IDP's including the EU delegation, the OAS/IACAC team and the IDB.
2015	10		
DATE LAST UPDATED: September 15, 2013			

Project Name: NIAL - Combatting Corruption in Jamaica			
Performance Indicator Reference Sheet			
Indicator Number: 4			
Indicator: Number of professionals sensitised to anti-corruption issues			
DESCRIPTION			
Precise Definition(s): This <u>customized indicator</u> seeks to measure the number of private sector, professional or civil society personnel who receive sensitization or training on anti-corruption issues.			
Unit of Measure: Number of persons participating in workshops			
Disaggregated by: Gender			
Justification & Management Utility: It has been recognized that some professionals such as lawyers, journalists and accountants may (unwittingly) be complicit in facilitating corruption or have the opportunity to combat corruption. These workshops therefore seek to strengthen the professional ethics and raise anti-corruption awareness among professionals by exposure to best practices.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Attendance registers of workshops			
Estimated Cost of Data Acquisition: \$0			
Responsible Individual(s) at the Project: Events & Public Participation Coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: August 2012			
Known Data Limitations and Significance (if any): Professionals may choose not to implement or adhere to best-practices shared.			
Actions Taken or Planned to Address Data Limitations: Continue to lobby the various industry and civil society groups to (ensure that their members) play their part in reducing the levels of corruption in the society.			
Date of Future Data Quality Assessments: n/a			
Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: At the conclusion of training workshop, Coordinator collects registration and attendance forms and drafts a summary report, including disaggregation of the data.			
Presentation of Data: Coordinator presents report to Executive Director			
Review of Data: Executive director makes comments on report, which are integrated as amendments.			
Reporting of Data: Report is completed and incorporated into USAID quarterly report.			
OTHER NOTES			
Notes on Baselines/Targets: Target for 2014 onwards revised upwards based on preceding year figures.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	-		
2013	50	763	
2014	100	1305	552 males and 753 females spanning the SDC conferences and NIA's International Anti-Corruption Day Forum
2015	100		
DATE LAST UPDATED: September 15, 2013			

Project Name: NIAL - Combatting Corruption in Jamaica			
Performance Indicator Reference Sheet			
Indicator Number: 5			
Indicator: Number of public forums resulting from USG assistance in which national legislators and members of the public interact.			
DESCRIPTION			
Precise Definition(s): This <u>standard indicator</u> seeks to capture the number of events (community meetings, forums, etc.) - staged entirely or with the assistance of NIAL - where members of parliament (who constitute the nation's legislative body) interact with members of the public.			
Unit of Measure: Number of events held			
Disaggregated by: n/a			
Justification & Management Utility: Events that would bring Members of Parliament into association with NIA's anti-corruption objectives, with the public attending these events, would raise awareness, reduce reservations and build potential support for NIA among a strategically important group.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Reports produced subsequent to events.			
Estimated Cost of Data Acquisition: \$0			
Responsible Individual(s) at the Project: Events & Public Participation Coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: August 2012			
Known Data Limitations and Significance (if any): n/a			
Actions Taken or Planned to Address Data Limitations: n/a			
Date of Future Data Quality Assessments: n/a			
Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Data does not bear analysis			
Presentation of Data: Coordinator presents event report to Executive Director			
Review of Data: Executive director makes comments on report, which are integrated as amendments.			
Reporting of Data: Report is completed and incorporated into USAID quarterly report.			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2012	-		
2013	3	6	
2014	3	16	A member Parliament or a Senator attended and participated in each of twelve SDC conferences, as well the launch of the gender and corruption report and NIA's forum on Campaign Financing, among other events.
2015	3		
DATE LAST UPDATED: August 31, 2012			

Activities Planned for the Next Quarter

A full slate of activities has not yet been completed for next quarter; however some engagements have been confirmed at this point.

Collaboration with the Press Association of Jamaica

NIA will collaborate with the Press Association of Jamaica (PAJ) as they celebrate Journalism Week 2014 under the theme 'Guarding Democracy'. More specifically NIA will be involved in the staging of a breakfast forum for journalists and relevant stakeholders with the topic being 'Investigating and Prosecuting Financial Crime.'

POCA Manual Launch

The NIA-commissioned reference manual on the Proceeds of Crime Act (POCA) is in the final stages of completion and will be launched in the first quarter of FY15.

Documentary Launch

Similarly, work on NIA's second documentary/film is being finalised and the film will be launched in the upcoming quarter.

NHW Annual Conference

Professor Munroe has accepted an invitation to be the main speaker at the Neighbourhood Watch Movement's 27th Annual National Conference. This will be held on Saturday November 15, 2014.

Appendices

Appendix 1 – Activities & Speaking Engagements

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
SDC Parish Conference	SDC & NAPDEC	2-Oct	Manchester Parish Church Hall	Deputy Director-ER
Keynote Speaker at GOJ Audit Commission Conference	GOJ Audit Commission	15-Oct	Jamaica Conference Centre	Executive Director
SDC Parish Conference	SDC & NAPDEC	15-Oct	Calvary Baptist Church, Montego Bay, St James	Board Member – Kayanne Anderson
Guest Presenter at Accounting Seminar	CGA Caribbean (Jennifer Holder)	18-Oct	Antigua	<i>(Declined)</i>
Diaspora Dinner	Phillip Mascoll	19-Oct	Toronto, Canada	Executive Director
USAID Fraud Awareness Briefing	USAID – Denise Herbol	22-Oct	US Embassy's Multi-Purpose Room	Deputy Director-F&A, and Accountant
SDC Parish Conference	SDC & NAPDEC	23-Oct	SDC Offices, Watson Taylor Park, Hanover	Board Member – Danny Roberts
Private Sector Meeting	NIA	24-Oct	Spanish Court Hotel	Executive Director
RJR Editor's Forum	RJR	25-Oct	RJR Offices	ED and DD-ER
SDC Parish Conference	SDC & NAPDEC	25-Oct	Portland	Research Coordinator
SDC Parish Conference	SDC & NAPDEC	28-Oct	Trelawny	Research Coordinator
Address to Sixth Form Students at Tarrant High School on Jamaica's Political History	Esther Tyson	30-Oct	Tarrant High School, Kingston 10	<i>(To be rescheduled)</i>
SDC Parish Conference	SDC & NAPDEC	30-Oct	Clarendon	<i>(To be rescheduled)</i>
SDC Parish Conference	SDC & NAPDEC	4-Nov	St. Ann	Research Coordinator
SDC Parish Conference	SDC & NAPDEC	6-Nov	St. Thomas	Events & Public Participation Coordinator

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
Interview on FREE 88.9FM	FREE 88.9FM-George Young	6-Nov	Tower Street Correctional Facility, Kingston	(Declined)
SDC Parish Conference	SDC & NAPDEC	7-Nov	St. Mary	Research Coordinator
TI Annual Members Meeting with Presentation on Gendered Corruption, research and advocacy	TI Secretariat	6 – 10 Nov	Berlin, Germany	Deputy Director-ER
Logistics Hub Symposium	UWI & The Caribbean Maritime Institute	9-Nov	UWI Mona	(Declined)
Forum – Government’s Implementation of the Recommendations of the UN Human Rights Committee	Jamaicans for Justice	12-Nov	Knutsford Court Hotel, Kingston	(Declined)
Keynote Address to Ian Boyne’s Book Launch	Ian Boyne	19-Nov	Jamaica House, Kingston, Jamaica	Executive Director
Pan American Development Foundation Forum	PADC – Nicole Brown	18/19 - Nov	Kingston, Jamaica	(Declined)
Presentation at Guyana TI Fundraising Dinner	Anand Goolsarran – President Guyana TI	22-Nov	Georgetown	Executive Director
Diamond Programme High School Students' Leadership Seminar	UWI LEADS	22-Nov	Mona Campus, UWI	Administrator
USAID/ Armenia TI CDCS (strategy)	Raymond Morton	November 26 – December 5	Yerevan, Armenia	Executive Director
Lecture on “the Economic Value of Effective Policing”	Bishop Dr. Gary Welsh – National Police College of Jamaica	27-Nov	Twickenham Park, St. Catherine	(Declined – Clashed with visit to Armenia)
Seaview Gardens Community Health Fair	Coreen A. Dennis JP	30-Nov	Seaview Gardens, Kingston	(Declined – Clashed with visit to Armenia)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
Guest Speaker at a Political Party Finance Forum	Transparency International TI	4-Dec	Port of Spain, Trinidad	(Declined) Clashed with visit to Armenia: Notes sent on Jamaica's experience
Stakeholder Engagement Breakfast	Office of Utilities Regulation	4-Dec	Kingston, Jamaica	(Declined) Clashed with visit to Armenia
11 th EDF Consultation Workshop	GOJ & European Union Cooperation Programme	5-Dec	PIOJ, Don Mills Training Room	Executive Director
NIA's 2 nd Anniversary Church Service	NIA	8-Dec	Sts. Peter and Paul Church, Kingston 6	Executive Director
NIA's 2 nd Anniversary Gathering on International Anti-Corruption Day	NIA	9-Dec	Jamaica Conference Centre, Kingston	Executive Director
Stakeholder Engagement Breakfast	Office of Utilities Regulation – Beverly Robinson/Albert Gordon	10-Dec	Polo Lounge, Jamaica Pegasus Hotel	(Declined)
Campaign Finance Forum	NIA and Collaborators	11-Dec	Faculty of Law Building, UWI Mona	Executive Director
Launch of Dr. Canute Thompson's Book	Caribbean Leadership Re-Imagination Initiative	12-Dec	The Centre for Leadership and Governance	(Declined)
Guest Speaker at KSA Upliftment Fund and Annual Award Ceremony and Christmas Dinner	KSA Division Upliftment Fund – Patrick Levy	19-Dec	Victoria House, 11 Lindsay Crescent, Kingston 10	(Declined)
Second Quarter				
Keynote Address to The Council of Community Colleges of Jamaica	Bobett Russell	January 8-10, 2014	Sunset Jamaica Grande in Ocho Rios	(Declined)
COMET 2 Planning Workshop	USAID	8-Jan	US Embassy, Kingston, Jamaica	Research Coordinator

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
SDC Parish Conference	SDC & NAPDEC	15-Jan	St. Gabriel's Church Hall, Church St. May Pen, Clarendon	Executive Director
Civil Society Meeting	EU Delegation	28-Jan	EU Office, 8 Olivier Rd	Executive Director and Administrator
COMET 2 Meeting	USAID	21-Jan	NIA	ED, RC and Administrator
Meeting with OUR Director General re 360MW Project	OUR	5-Feb	OUR	ED, DDFA, RC and Administrator
Heads of Anti-Corruption Agencies	NIA	15-Feb	Courtleigh Hotel	Executive Director
CYSA Meeting	CYSA- Tamika Peart	19-Feb	NIA	ED, RC and EPPC
Community Forum	Trelawny Parish Development Committee	20-Feb	Trelawny Parish Town Hall	<i>(Declined)</i>
The Department of Government High Achievers Forum – “Vision 2030: The Youths Perspective”	Dr. Waller – Head Dept. of Government	20-Feb	SSLT, UWI, Mona	<i>Attended by RC and Admin</i>
Vision 2030 Sensitization	Jamaica Civil and Social Awareness	23-Feb	Gold Street Police Station	<i>Declined</i>
Forum: Combating corruption in Jamaica: Challenges and Solutions	The Department of Government-Governance Society	26-Feb	UWI, Mona	Executive Director
SDC Parish Kingston Conference	SDC & NAPDEC	27-Feb	St. Andrew Parish Church	Executive Director
Reception with His Honour Judge Hopmeier (Proceeds of Crime Specialist)	High Commissioner – David Fitton	6-Mar	BHC's residence	Executive Director
Reception for David Morrison: Assistant Deputy Prime Minister (Americas)	Canadian High Commissioner – Robert Ready	13-Mar	Seymour Ave, Kingston	Executive Director <i>(Declined)</i>
Prosecutor's Training Seminar	NIA/ODPP	March 14 -16	Sunset Jamaica Grande	Team Event

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
International Anti-Corruption Conference	UCCI	March 17-21	Grand Cayman	Executive Director
Reception at the Governor's House – Her Excellency Governor Mrs. Helen Kilpatrick	Office of Complaints Commissioner	18-Mar	Grand Cayman	Executive Director
GOJ National Public Procurement Conference	Cecile Maragh – Snr. Director of Procurement & Policy Unit	March 19-20	Jamaica Pegasus Hotel, Kingston	Accountant
Presentation on Anti-Corruption work being done in Jamaica	IADB Civil Society Consulting Group – Dorothy Less	27-Mar	IDB Large Conference Room	Executive Director
Breakfast Meeting with IDB Representative	IDB- Therese Turner-Jones	28-Mar	Spanish Court Hotel	Executive Director
Third Quarter				
Inter-American Convention Against Corruption Committee Review of Jamaica	Attorney General's Chambers	1-Apr	Attorney General's Office	Executive Director and DDER
Mary Seacole 'Women of Excellence' dinner	Hall Manager - Nadine Spence	13-Apr	Mary Seacole Hall, UWI	DDER
Working Groups on the Values and Benefits of Supreme Audit Institutions	Auditor General – Pamela Monroe Ellis	April 15-16	TBD	Executive Director (Declined)
Burger King National Schools Debate Final and Presentation Ceremony	Andre Poyser	15-Apr	Limelight, Oakton Plaza, Half Way Tree	RC
Citizen Security and Social Cohesion Programme	Dr. Arun Kashyap	17-Apr	UNDP	DDER
Jamaica Independent Schools' Association (JISA) Conference: Transforming our Nation through Values-Based Education	Wesley Curwin Boynes - President	23-Apr	Holiday Inn, Montego Bay	Deputy Director External Relations (Declined)

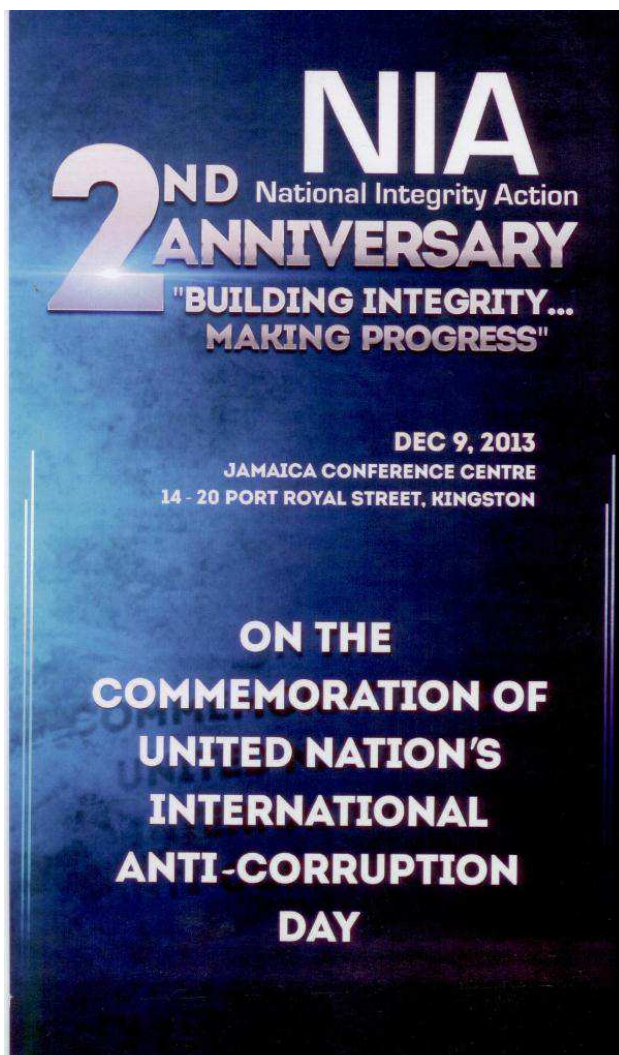
Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
International Women's Forum - Jamaica Chapter	President of Chapter – Minna Israel	24-Apr	Jamaica Pegasus Hotel	DDER
Special Consultation for Stakeholder Groups – Tariff Review for JPS	OUR – Yvonne Grinam Nicholson	29-Apr	Knutsford Court Hotel	DDER <i>(Declined)</i>
WROC Seminar: “Gender and Corruption in Jamaica” – Women Leaders	WROC/ JCSC/NIA	30-Apr	PCJ Auditorium	DDER
World Press Freedom Day Breakfast and Forum	PAJ – Jenni Campbell (President)	2-May	Knutsford Court Hotel	DDER and Accountant
World Press Freedom Day Walk and then luncheon	PAJ – Jenni Campbell (President)	3-May		<i>(Declined)</i>
Employees Values Program – Ethics and Integrity Symposium	Grace Food Processors Canning	9-May	Grace Food Processors Canning 2-6 Twickenham Close Kingston	<i>(Declined)</i>
Student Leadership Seminar	Dexroy Martin – Resident Advisor	19-May	Irvine Hall, UWI	DDER and Administrator
TI Mid Term Review – Consultant Visit	Marta Erquicia	May 19 - 20	NIA Office and various locations	ED and DDER
Governance Thematic Working Group Meeting	Minister Noel Arscott	21-May	Ministry of Local Government	Research Coordinator
EU Country Roadmaps for Engagement with Civil Society	European Union	22-May	EU Delegation	Executive Director
Third Annual African Liberation Day Celebration	Mayor Angela Brown Burke	24-May	St. William Grant Park	Executive Director <i>(Declined)</i>
Joan Duncan Memorial Leadership, Ethics and Values Lecture	Head of School – Michael Steele	28-May	University Technology Innovation Centre	ED

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
Gender and Corruption Seminar - Journalists	WROC/JCSC/PAJ/NIA	29-May	Knutsford Court Hotel	DDER
Employees Values Program – Ethics and Integrity Symposium	Grace Food Processors Canning	12-Jun	Grace Food Processors Canning 2-6 Twickenham Close Kingston	DDER
Meeting Concerned Civil Society Actors on Energy/MW project	JCSC	13-Jun	Private Residence	DDER
Resident Magistrates Training Seminar	NIA/ Chief Justice/ US Embassy	June 13-15	Jewels Runaway Bay	Team Initiative
Workshop & Police Youth Club Planning	COMET	17-Jun	COMET Office	DDER/RC
International Women's Forum Presentation - Jamaica Chapter	President of Chapter – Minna Israel	26-Jun	Jamaica Pegasus Hotel	DDER
Luncheon in Honour of Madame Christine Lagarde	Dr. the Honourable Peter Phillips	27-Jun	The Pegasus	ED
Friedrich Ebert Stiftung Leadership Development Programme – “Doing Politics Differently – Transparency”	Director - Judith Wedderburn	28-Jun	Terra Nova Hotel	Administrator
Citizens Journalism Workshop	COMET II	30-Jun	UWI	Research Coordinator
Fourth Quarter				
238 th Anniversary of the Independence of the United States of America	Elizabeth Lee Martinez Charge d’ Affaires a.i. and Donald Pohlman	3-Jul	US Embassy	ED (<i>Declined</i>)
Friedrich Ebert Stiftung Leadership Development Programme – “Doing Politics Differently – Transparency”	Director - Judith Wedderburn	6-Jul	Alhambra Hotel	DDER
3 rd Annual Prosecutors Training Seminar	NIA/CMS/JTI	July 18-20	Jewels Hotel, Runaway Bay	Team Event

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
Police Youth Club Camp	COMET II	July 27 – Aug 2	TBD	(Declined)
Joint Meeting with the Rotary Club of Portmore and Rotary Club of Trafalgar New Heights		20-Aug	Jamaica Employers Federation, Ruthven RD	ED
ALPART Community Council	Camilla Blake, Project Administrator	22-Aug	ALPART Sports Club, Nain St. Elizabeth	ED
Clarendon Local Sustainable Development Plan (CLSDP) Sector Group meeting	Melbourne McPherson, Project Manager	3-Sep	CLSDP Secretariat Conference Room	RC
National Consultations on the Post – 2015 Development Agenda	Colin Bullock, Director General	4-Sep	PIOJ	ED (Declined)
IDB Country Office Consulting Group	Therese Turner – Jones, Country Representative	11-Sep	IDB	DDER
Presenter at the International Conference on the Westminster Model in the Caribbean	Prof. Brian Meeks	11-Sep	UWI, Mona	ED
Invitee to ILead Education Programme Launch	Jamaica National Foundation and Ministry of Education	16-Sep	Terra Nova hotel	DDER
Remarks at World Economic Forum Global Shapers, Kingston Hub launch	Curators Nigel Clarke and Gordon Swaby	16-Sep	British High Commissioner's Residence	DDER
Presenter at the National Police College of Jamaica – Faculty of Leadership and Professional Development :“Personal Effectiveness for Managers”	Superintendent Terrence Bent	19-Sep	National Police College of Jamaica	ED

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue	NIA Representative
Keynote Address to the Junior Election Professionals Initiative	Jonathan Milligan, Programme Officer	22-Sep	Pegasus Hotel	ED
Discussant at the Junior Election Professionals Initiative	Jonathan Milligan	23-Sep	Pegasus Hotel	ED
Presentation to USAID's COMET II Stakeholders	Doug McCaffery, COP, COMET II	23-Sep	Don Mills Training Room, PIOJ Offices, Kingston	ED
ALPHA High School Parent Teacher's Association	Mackran Singh, Principal, Alpha Academy High	24-Sep	ALPHA High School	ED
St. Andrew Lay Magistrates Association	Hon. Marigold Harding, Custos of St. Andrew	27-Sep	Police Officers Club	ED
Participation in American Bar Association Conference Call, themed "Anti-Corruption Efforts in the Caribbean: Enforcement, Civil Society and the Multilateral Development Bank	American Bar Association (ABA) Section of International Law, International Anti-Corruption Committee – John Coogan	30-Sep	NIA's Office via Telephone	ED

Appendix 2 – International Anti-Corruption Day Registers & Programme



NIA
2ND National Integrity Action
ANNIVERSARY
**"BUILDING INTEGRITY...
MAKING PROGRESS"**

DEC 9, 2013
JAMAICA CONFERENCE CENTRE
14 - 20 PORT ROYAL STREET, KINGSTON

**ON THE
COMMEMORATION OF
UNITED NATION'S
INTERNATIONAL
ANTI-CORRUPTION
DAY**



PROGRAMME

10:33-10:35 **Playing of the National Anthem** (instrumental)

10:35-10:45 **Welcome & Opening Remarks**
Ms. Nadiya Figueroa
Deputy Director - External Relations
National Integrity Action

10:45-10:55 **Greetings**
Dr. Arun Kashyap
UN Resident Coordinator and
UNDP Resident Representative

10:55-11:10 **Greetings**
Mr. Alejandro Salas
Transparency International
Regional Director: Americas

11:10-11:15 **Entertainment**

11:15-11:30 **Presentation**
Mr. Andrew Holness, MP
Leader of the Opposition

11:30-11:45 **Presentation**
Senator the Honourable Mark Golding
Minister of Justice

11:45-12:15 **Presentation**
Professor Trevor Munroe
Executive Director, National Integrity Action

12:15 **Closing Remarks**

Refreshments and interaction
(Garden Dining Area)



International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Organisation	Comments
1	Daniel Arghiros	UK DFID	
2	Allan Bernard	USAID	
3	Carla Bingham-Ledgister		
4	Paul Burke	SDC	
5	Lenny Burke	NIA-Board	
6	Jeanette Calder	JCSC	
7	Jamie-Ann Chevannes	NIA	
8	Greg Christie		
9	Eurica Douglas	NIA-Board	
10	Max Earle	Frame by Frame	



International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Organisation	Comments
1	Tisha Ewen-Smith	SDC	
2	Nadiya Figueroa	NIA	
3	Orette Fisher	Electoral Office of Jamaica	
4	Rev. Dr. Paul Gardner	JCSC	
5	Sen. The Hon. Mark Golding	Minister of Justice	
6	David Gray	CPC	
7	Anthony Harriott	NIA-Chairman	
8	Dirk Harrison	Contractor General	
9	Martin Henry	NIA-Board	
10	Andrew Holness	Leader of the Opposition	



International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Organisation	Comments
1	Dr. Arun Kashyap	UNDP	
2	Nicole Kellyman	SDC	
3	Pius Lacan	PDC westmore land	
4	Andrew Lee	Flow	
5	Horace Levy	PMI	
6	Mjr. Johanna Lewin	RPD	
7	Omar Lewis	NIA	
8	Joseph Matalon	NIA-Board	
9	Hon. Zaila McCalla	Chief Justice	
10	Romaine Miller		



International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Organisation	Comments
1			
2	Pamela Monroe-Ellis	Auditor General	
3	Prof. Trevor Munroe ✓	NIA	
4	Carol Narcisse ✓	JCSC	
5	Jesus Orus Baguena ✓	European Union Commission	
6	H.E. Robert Ready ✓	Canadian H.C.	
7	Bishop Donald Reece ✓		
8	Danny Roberts	NIA-Board	
9	Alejandro Salas ✓	TI, Americas	
10	Faith Samms		
	Lascelles Samms		



International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Organisation	Comments
1			
2	Albert Stephens ✓	FID	✓
3	Loy Taylor ✓	NIA	
4	Jeanette Vail ✓	USAID	
5	Sherine Walker	SDC	
6	Earl Witter <i>Barton Hoffman Ref.</i> ✓	Public Defender	
7	Mitzie Young ✓	NIA	
8			
9			
10			

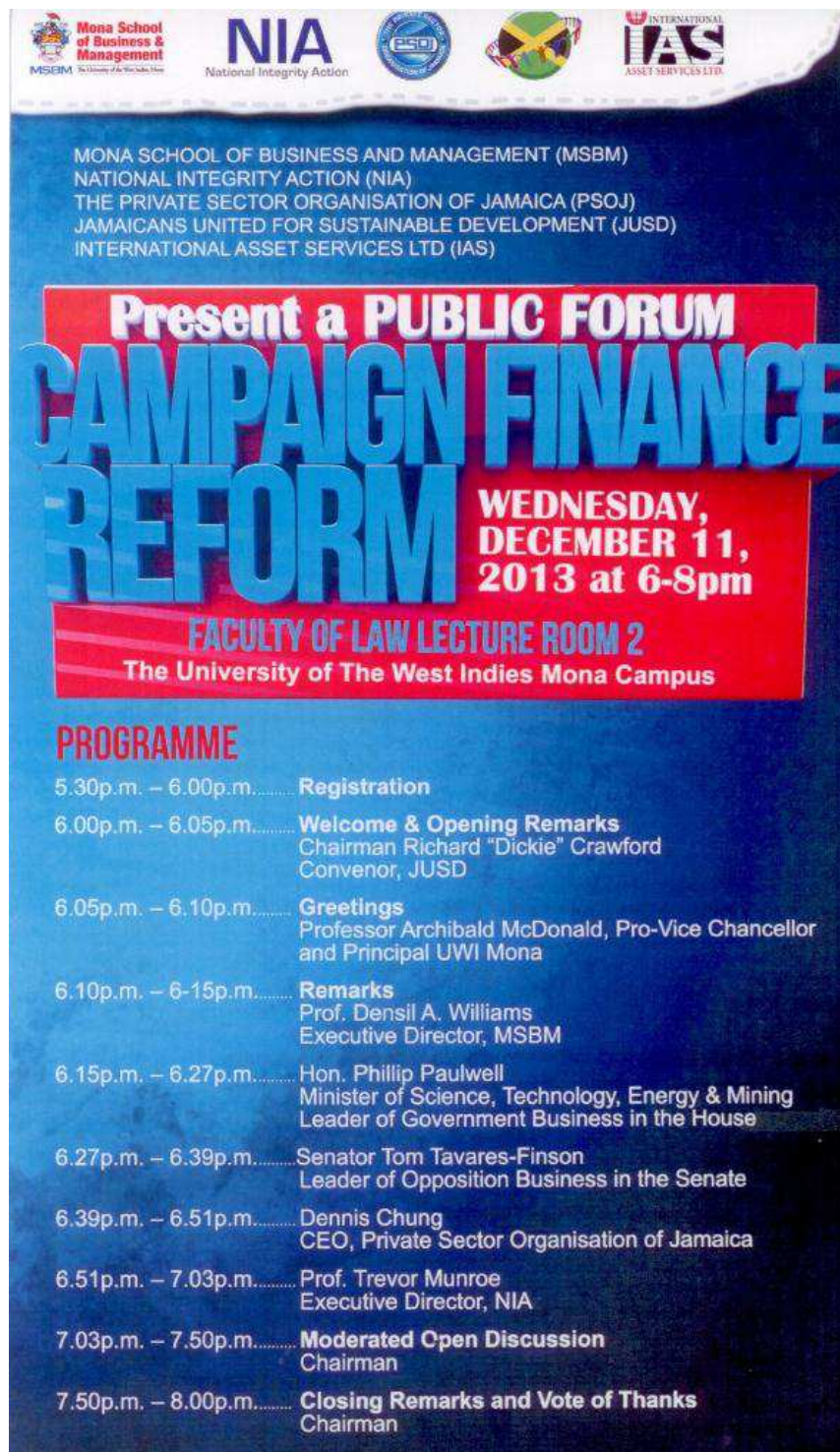


International Anti-Corruption Day Commemoration
December 9, 2013

PARTICIPANTS' REGISTER

	Name	Signature	Comments
1			
2	<i>Gary Spaulding</i>		<i>cleaner to report to gary.spaulding@hawaii.com</i>
3	<i>Sharon Hays-Walker</i>		<i>✓ Nation wide</i>
4	<i>Barton Thompson</i>		<i>Nationwide</i>
5	<i>Sonia Gill</i>		<i>UNDP</i>
6	<i>Hiromoto Oyama</i>		<i>Japanese Embassy</i>
7	<i>Dr. Shazeeda Ali</i>		<i>UWZ Faculty of Law</i>
8			
9			
10			

Appendix 3 – Programmes and Registers from the Campaign Financing Forum



MSBM Mona School of Business & Management
The University of The West Indies Mona

NIA National Integrity Action

PSOJ

JUSD

IAS INTERNATIONAL ASSET SERVICES LTD

MONA SCHOOL OF BUSINESS AND MANAGEMENT (MSBM)
NATIONAL INTEGRITY ACTION (NIA)
THE PRIVATE SECTOR ORGANISATION OF JAMAICA (PSOJ)
JAMAICANS UNITED FOR SUSTAINABLE DEVELOPMENT (JUSD)
INTERNATIONAL ASSET SERVICES LTD (IAS)

Present a PUBLIC FORUM
CAMPAIGN FINANCE REFORM

WEDNESDAY, DECEMBER 11, 2013 at 6-8pm

FACULTY OF LAW LECTURE ROOM 2
The University of The West Indies Mona Campus

PROGRAMME

5.30p.m. – 6.00p.m.	Registration
6.00p.m. – 6.05p.m.	Welcome & Opening Remarks Chairman Richard "Dickie" Crawford Convenor, JUSD
6.05p.m. – 6.10p.m.	Greetings Professor Archibald McDonald, Pro-Vice Chancellor and Principal UWI Mona
6.10p.m. – 6.15p.m.	Remarks Prof. Densil A. Williams Executive Director, MSBM
6.15p.m. – 6.27p.m.	Hon. Phillip Paulwell Minister of Science, Technology, Energy & Mining Leader of Government Business in the House
6.27p.m. – 6.39p.m.	Senator Tom Tavares-Finson Leader of Opposition Business in the Senate
6.39p.m. – 6.51p.m.	Dennis Chung CEO, Private Sector Organisation of Jamaica
6.51p.m. – 7.03p.m.	Prof. Trevor Munroe Executive Director, NIA
7.03p.m. – 7.50p.m.	Moderated Open Discussion Chairman
7.50p.m. – 8.00p.m.	Closing Remarks and Vote of Thanks Chairman







Campaign Finance Reform Forum

December 11, 2013 | Faculty of Law, UWI, Mona

	Name	Organisation	Contact Information
1	PAUL CHANG	Ganja Law Reform Coalition of Jamaica	PAULCHANGJM@ICLOUD.COM
2	PAUL BURKE	New Foundations	paulburkeja@yahoo.com
3	Dennis Jones	Economist	DENNISGJONES@CMAIL.L.COM
4	Fabian Belhairs	Citizen Ass.	fbelhairs@yahoo.com
5	Collette Smith	UWI	c-jas2002@yahoo.com
6	Richard Crawford		
7	Susan Evans	JPT	susanevans44@yahoo
8	Ricardo Stewart	MSBM	ricardo_stewart@live.com
9	HORACE MATTHEWS	MSDD	423-7989 or 520-8256
10	Alvan B.L. Jarvis	DIRECTOR Jarvis Family Foundation	450-7649 AlvanB.L.jarvis@yahoo.com







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	Name	Organisation	Contact Information
1	Jacqueline Bryan	E.L.A. TONERO	jacque.bryan@gmail.com
2	LENWORTH BURKE	DEPARTING SQUAD	279-4362
3	Lila Rao-Graham	NIA	
4	Liba Rao-Graham	MSBM	liba.rao@uwimona.edu.jm
5	Elaine Walker	Mona	Walker_f04@hotmail.com
6	Jane Leggett	CIDA	
7	Wendy Linford	LIKKI Leads UWI Mona	oc20.wendy@hotmail.com 330-1814
8	Evelyn Bryan	IAS	412-2679 Evelynb@IAP.BZ
9	Patricia Reid-Waugh	ICAJ	474-4144 preidwaugh@yahoo.com
10	Carlton Stewart	Consumercare online	325-5432







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	Name	Organisation	Contact Information
1	Garrett Robertson	UWI Guild	809-4919
2	MARCO FENNELL		891 8301
3	KEITH MITCHELL		872-7026
4	IC Smith		blaze390@hotmail.com
5	Mark-Paul Cowan		
6	Stacy Ann Ramsack		ramsacksa@gmail.com
7	Tamara Munroe		
8	Kelvin Williams		kelvinwilliams@protonmail.com
9	Maxine Hall	VWI	maxine.hall@vwi.com
10	Vanda Leys-McMillan	MSBM, UWI	vanda.leysmcmillan@unimona.edu.jm







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	Name	Organisation	Contact Information
1	Lloyd Smith	M.O.S./C.M.S./Spring	858-0547
2	Lawrence Nicholson	MSBM/UWI	891-8378
3	Rayell Lewis	UWI	858-2691
4	Minister Mark Golding	Min of Justice	
5	Valerie Dawson	J.P.S. Co.	561-4456
6	Ashley Ann Foster	Robinson - Foster & Associates Attorneys-at-law	826-8838
7			
8			
9			
10			







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	Name	Organisation	Contact Information
1	Marlon Whitehall	UKWLEADS	291-2587 / marlonwhitehall@jps.com
2	DAMON COOMBS		854-4249 damoncoombs@gmail.com
3	LEONARD DEPOSE		287-5157
4	ELOMBE		322-9160
5	Dawn Morgan	VWI	
6	Olivia Campbell	MSBM	
7			
8			
9			
10			



October 24, 2013

Dear Professor Munroe,

Re: Presentation at GOJ Audit Commission Conference October 15, 2013

The GQJ Audit Commission wishes to express our sincere gratitude to you for your **key note** address at our Conference on October 15, 2013.

Your speech was engaging, timely and quite relevant to our theme, ***"Recalibrating Your Audit Committee: Performance at the Next Level"***. Transparency and accountability are central to any good governance system and your presentation highlighted key reasons why the Government of Jamaica and the public sector at large should take this matter seriously.

We are confident that the information shared has positively impacted our participants and further validated the importance of their role in ensuring that an effective and credible system of governance is maintained within the ministries, departments and executive agencies under their purview.

The Commission wishes you continued success in executing your mandate and look forward to future collaboration.

Yours Truly,

Leighton McKnight, CD
Chairman, Audit Commission

Audit Commission Members: Leighton McKnight, CD - Chairman; Collis Greenland; Madeline Johnson; Debra Linton-Williams; Hope Baker; Dwight Moore. Mrs. Nicole Foster-Pusey

Appendix 5 – SDC Conference Series Registers

Manchester Parish Conference

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SOCIAL DEVELOPMENT COMMISSION
 Building Communities...Building Jamaica
MANCHESTER
 Conference of Community Development Committees
 Wednesday, October 2, 2013
 9:00 a.m.
 Mandeville Parish Church Hall

REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
1	Shirley Brown	Hopetown Com. Develop. Com.	Hopetown Dist.	294-1937	Brownshirley@yahoo.com	[Signature]
2	Natasha Mitchell	Victoria Town C.D.C.	Victoria Town PH	866-2728		[Signature]
3	Doreen H. Givens	JS		699-9650	DoreenHivens@yahoo.com	[Signature]
4	Anton Zerkow	EDC	Comfort	464-3080	AntonZerkow@yahoo.com	[Signature]
5	Stephanie Ireland	NAPDEC		329-2442	stephanie.ireland@gmail.com	[Signature]
6	Kathleen Sydney	NAPDEC		310-2917	kathleen.sydney@gmail.com	[Signature]
7	Rose Newman	MDCC		364-2920	rosenewman@gmail.com	[Signature]

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
8	Pete Knight	S.M.H.S. Multi-Purpose	Palmer, P.O. Box 11	464-7777		[Signature]
9	Debbie Ann Lewis	Mike Town C.D.C.	Mike Town	428-5812		[Signature]
10	Elisha Blair	Mike Town C.D.C.	Mike Town	870-7664		[Signature]
11	Monica Banton	HPDC	MANDEVILLE	292-3447	monica.banton@yahoo.com	[Signature]
12	Arnold BASSON	Volunteer			arnoldbasson@hotmail.com	[Signature]
13	Torisha Cunningham			430-7954	torisha.cunningham@gmail.com	[Signature]
14	Renee Lewis	Lancaster / Am. H.C. M.P.		837-9108 291-5858		[Signature]
15	Nicola Green	SDC INC	H.O.	367-7481	greenand@sdcc.gov.jm	[Signature]
16	Elizabeth Harb	Medina Group	Medina P.H.	578-3304		[Signature]

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REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
17	Carole Doughty	SDC				[Signature]
18	Thomas Campbell	NAPDEC	22 Rocky Lane May Pen	564-0801	napdec@gmail.com	[Signature]
19	Adeniyah Reid	MDAC	Hopetown	832-3009 858-9458	adeniyah.reid@gmail.com	[Signature]
20	Tisha K. Williams	SDC	20 Cord Rd.	297-2664	tisha.smith@sdcc.gov.jm	[Signature]
21	Shaniqua Forbes	NCU - Practicum	Newleigh Close	468-0323	shaniquaforbes@gmail.com	[Signature]
22	Nikema Bess	NCU - Practicum	Tamara Close	572-4863	nikemabess@yahoo.com	[Signature]
23	Natasha Houghton	Newport DAC	Newport	544-5540		[Signature]
24	Greta E. Nye	Poms DAC	Poms	404-0323	gretanaye@gmail.com	[Signature]
25	Elizabeth Ross	Scott PMS	ST TROUBLES	863-7720	rosselizabeth@gmail.com	[Signature]

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Building Communities...Building Jamaica
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REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
26	Kelone Evans	French Park Community Club	French Park, Georgetown	455-8164		K. Evans
27	Marcia Bryan	French Park Community	French Park, Georgetown	397 7464		M. Bryan
28	Teresa Morgan	French Park Comm. Club	French Park	373-6352	tersemorgan@yahoo.com	T. Morgan
29	Sheryl Pasie	Ellen Street CDC	Ellen Street P.O.	812-3792 384-7058	pasie.sheryl@yahoo.com	
30	Sharon Shaw	May Day	May Day P.A.	904-7557 334-4478		Sharon Shaw
31	Patricia Smith-Sim	May Day		904-7557		
32	Kai Klinker	Walden CDC	Chesapeake Walden P.O.	899-7138	Dinkhyeal@yahoo.com	K. Klinker
33	Patricia Peltier	Beau CDC	Beau P.O.	355-5857		P. Peltier
34	Reardon Thomas	Kendal Community	Kendal Hill P.O. Kendal Shooters	398-9398	reardon4u@yahoo.com	R. Thomas

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
35	Patricia Smith-Sim	MAY DAY	MAY DAY	904-7557	psim-sm-shaw@yahoo.com	
36	NORMA WILLIAMS	MAY DAY	MAY DAY	904-7710	williamsnorma@yahoo.com	
37	ASTLEY SMITH	MAY DAY	MAY DAY	904-7321		
38	DAEN FRANKS			887-0305	symplicityfranks@yahoo.com	D. Franks
39	Patricia Gustaff	Asia	Asia	463-8342	perungustaff@yahoo.com	P. Gustaff
40	Carmen Murrell	Pearl	Pearl	889-6852		C. Murrell
41	Ingrid Pichment	Clarendon PDC	Clarendon P.O.	383-2184	ipichment@yahoo.com	I. Pichment
42	NORMAN HIGHT	Smith Hill P.O.	2 Landed Rd Smith Hill	392-2308	hightnorman@yahoo.com	N. Hight
43	Sophia Taylor	" " "	Smith Hill P.O.	452-3003	sophiataylor@yahoo.com	S. Taylor

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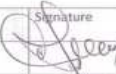
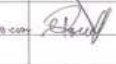
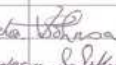
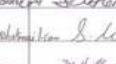
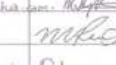
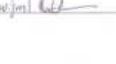
REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
44	GARY ROWE	CHRISTINA DAC	Colonyville	861-0353	garyrowe@yahoo.com	G. Rowe
45	Dahlia McDonald	Mint Local Gov.	Clarendon	868-9265	dmcDonald@mintgov.gov	D. McDonald
46	NORMA WOODHAM	Waltham Citizens P.A.S.	Manchester	379-4166		N. Woodham
47	Alrick Cunningham	S.D.C.	St. Michaels P.O.	267-7923	alrickcunningham@yahoo.com	A. Cunningham
48	Dominic Edwards	Tap Hill	Tap Hill Dist.	455-7464		D. Edwards
49	ROY LIND	Walden CDC	Chesapeake Walden P.O.	428-3407		R. Lind
50	Elsa Sene	Cross Keys DAC	Cross Keys P.O. Manchester	852-6041	elsa.sene@yahoo.com	E. Sene
51	Diana Martina	AIR	95 West Road		diana.martina@gmail.com	D. Martina
52	Norman E. Walker	Kendal Community	Kendal Hill P.O.	366-7448		N. Walker

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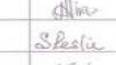
REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
53	Alphon Goodall	Kyngan	Worship the Po	355-8387		
54	Carol Powell	DAC	Christine	407-6682	carol.powell@gmail.com	
55	Patsy Stewart		Mandeville			
56	Verona Johnson	JCF	Police	438-2656	VeronaJohnson@yahoo.com	
57	Sherrine Sutherland	Cross Keys	Cross Keys Mandeville	850-5015	sherrine.sutherland@gmail.com	
58	Theresa Coleman	Chudleigh Com Dev Centre	Chudleigh P.A. Man	368-5590	theresa.coleman@chudleigh.com	
59	Marie Hyatt	Chudleigh Com	" " "	368-8778	marie.hyatt@gmail.com	
60	Manuel Peart	" " " "	" " "	818-5146		
61	Nathan Anderson	S.D.C.	St. Catherine	247-7818	andersonn@sdcc.gov.jm	

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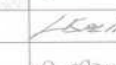
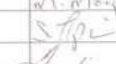
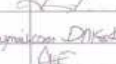
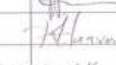
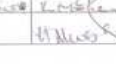
REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
62	N. Ramkha	SDC		217-0952		
63	Pierre E. Morris	Port C.C.C./C.D.C.	Open House Port C.C.C./C.D.C.	367-8465	pierre.morris@gmail.com	
64	Baldine McKnight	SDC Clarendon		247-2895	Baldine.mcknight@gmail.com	
65	Christa Rankine	Coastal Progress		293-5213		
66	Donna Euter	HOPE Trust NTA	Colony Mall	92-3393		
67	Judith Hux	NCU Media		416-4843		
68	Shannon Lelia	Summit	Barnard District, Mandeville	412-1314		
69	Kirk Robinson	SDC Mandeville	Woolville S.L. House Mandeville	247-2771		
70	Andrea Shaw-Green	DAC Christiana	Dunkin Town Christiana	318-7636		

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
71	Leah Eubank	NIA Mission Youth	70th St Bridges Hill P.A.	941-2546		
72	Marcia Morgan	Archdiocese	Barrow, P.O. Mandeville	375-6669		
73	Sonia Thompson	Cross International/AIR	TRINITY TOWN			
74	Locking Robinson	Knock Patrick at BSA	Summit Gardens Knock Patrick	626-6260		
75	Debbie McKay	Millersfield CDC	Hambury District	868-6251	debbie.mckay@gmail.com	
76	Jean Brown	Blue Mt. Dist	Blue Mt.	5776320		
77	Karla Hargrave	Newport P.A.	Knockpatrick P.O.	455-9937		
78	Kerina McKenna	H.C.S.D.	Knockpatrick P.O.	513-0664	kerina.mckenna@gmail.com	
79	Heidi Nankana	SDC		242-1162		

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80	Beverley Myrie	Inglewood	Mandeville	625-7179		R Myrie
81	Sonia Morgan	New Forest	El Elizabeth	551-4037		S Morgan
82	Marva Cunningham	New Forest	El Elizabeth	405-2763		
83	Vivlyn Richards	Somerset	Manchester	477-3258		V Richards
84	Michael Brown	St. George's	St. George's	576-5744		M Brown
85	Paul Burt	SR	SR	856-6666	paulburt@yahoo.com	P Burt
86	Debbie Taylor	Polysciuff Falmouth		999-6789		D Taylor
87	Prosser Jones	Chapelwood Progressive	Chapelwood	424-5024		P Jones
88	Tonisha Williams	HEART Trust	Mandeville	962-3393		T Williams

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
89	Shawn Robinson	SDC	15-16 North Blvd. W.	874-6566	shawnrobinson@yahoo.com	S Robinson
90	Marcel B. Smith	Commission	Trinity - St. Pauls	896-3234	bsmith@yahoo.com	M B Smith
91	V. Paula Smith	St. C.D.C	700, Falmouth, St. George's	874-1010		V P Smith
92	Ervin Facey	Deputy Mayor Manchester Parish Council	Fort Hall Mtn. - St. George's P.O.	991-1517	erwin.facey@yahoo.com	E Facey
93	Clifford Reid	MPDC		353-1152	reidcliff@gmail.com	C Reid
94	Valentin Wint		Christian C.D.			
95	Erica Douglas	P.A.P.D.C.		876-6457		
96	Sherrine Francis	SOC HQ	82 Camp Road	890-2730	walkes@soc.gov.jm	S Francis
97	Nicole Kellyman	SOC HQ	82 Camp Rd, K4	247-2530	Kellyman@soc.gov.jm	N Kellyman

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
98	William Morris	National Integrity Action	P.O. Box 112, St. George's	906-4371	williamm@niam.gov.jm	W Morris
99	Lois Taylor	National Integrity Action	11	11	ltaylor@niam.gov.jm	L Taylor
100	Nicholas Evans	IRIE FM	Ocho Rios St. Ann	878-2465	newman@niam.gov.jm	N Evans
102	Sharon Pittar	Lovely Place CDC	Lovely Place	4542-043		S Pittar
103	Alicia Burnett	Lovely Place CDC	Lovely Place	353-8761		A Burnett
104	Amelle Stephenson	Lovely Place CDC	Lovely Place	894-0755		A Stephenson
105	Karla Williams	NCU (SOC PRACTICUM)	NCU	424-2521		K Williams
106	Wendy Huggins	Marlee Hill / Cross Key	Marlee Hill	845-5666		W Huggins
107	Sherrille Gayle	Volunteer SDC	Eden Street	257-3766	sherrille@volunteer.gov.jm	S Gayle

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
108	Anda Sule	Cebu Gov. CDC	Cebu Gov.	204-5497 962-7772	anda.sule@yahoo.com	[Signature]
109	Rockelle Dixon	Project Spring Youth Club	Project	818-2771		[Signature]
110	Ann Marie Saffell	Durch	Durch P.O.	868-1765		[Signature]
111	Sharon Kitchman	Ellen Street C.D.C	Ellen Street RD	87-0530		[Signature]
112	Rejella Ann Thomas	S.D.C	Handover	247-1221	rejella2000@yahoo.com	[Signature]
113	Angela Brown	MANCHESTER PBL	MANCHESTER	899-9046	angela.brown@pbl.gov.jm	[Signature]
114	Debbie Harris	St. Ann's Church / St. Ann's P.S.	St. Ann's P.S.	874-7240	debbieharris@gmail.com	[Signature]
115	Shirley Reid	Cross Keys D.A.C	Cross Keys	358-5056		[Signature]
116	Therese Hodge	NCU	George's Valley	340-6265	therese.hodge@ncu.gov.jm	[Signature]

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#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
117	Kauna H. Kenzie	SDC	at South Ave. Kenzie Gardens P.O.	247-5898	kauna.h.kenzie@gmail.com	[Signature]
118	Clarence Smith		South St. John's	8921145		[Signature]
119	Miranda Brown Mandeville Police 6530		6-5 Park Ave	762-2356 759-9947	miranda.brown@p.p.jm	[Signature]
120	Andre Kenzie		Prayer House	582-0862		[Signature]
121	Calvin Smith	M. D. L. G. (Mandeville)	95 Hargrave Rd.	560-8024		[Signature]
121	Jean Smith	Litchfield D.A.C.	Litchfield	352-4215		[Signature]
122	Joyce Grant			815-3841		[Signature]
123	Robert Smith	Oxford	Oxford Dist	891-3292	robert.smith@oxford.gov.jm	[Signature]
124	Jean Grant	Oxford		481		[Signature]

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125	Jean Grant	Oxford District	Calabash Rd	481 8455		[Signature]
126	Charmaine Smith		Willowgate	382 0949		[Signature]
127	Sharon Malcolm		11	473 2279		[Signature]
128	Phil Rodriguez	Caribbean Development Agency	30000 Ave. South Ave. St. John's	443-5695		[Signature]
129	Geoffrey Menden	SDC	St. John's	247-2860		[Signature]
130	Colin Dyer	Cedar Grove D.A.C	Cedar Grove Knickerbocker Rd	474 3838		[Signature]
131	Bernice Williams	M.P.C.	Mandeville	862-5188		[Signature]
132	Tonia O'Connell	M.P.C.	Mandeville	449-2071	tonia.oconnell@mpc.gov.jm	[Signature]
133	Martha Gray	1111	Mandeville	485-870		[Signature]

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134	Doreen Ibrahim		Willigala Plaza	409-9472		D. Ibrahim
135	De-Motoko Thomas		Robins Hall	451-0113		Thomas
136	Terrie Wood	Tax Administration	3rd South Hope Court Rd	625-2377	terrie.wood@tjgja.com	Terrie Wood
137	mezie Parker		Edwin Rd, South Hope	474-2033		
138	Shenell Coleman	Matthew CXC	404 B. Portland Rd Mandeville	997-1025	shenell.coleman@gmail.com	Shenell Coleman
139	Paul Stephenson		Porter Place	884-0755		H. Stephenson
140	Hugh Sweeney					
141	Christine Crawford		Grove Place	264-2265		C. Crawford
142	Grace Ann McParlane	(Jr)	Lot 10, Mandeville Hall, Mandeville	464-4781		Grace Ann McParlane

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SOCIAL DEVELOPMENT COMMISSION
 Building Communities...Building Jamaica
 MANCHESTER
 Conference of Community Development Committees
 Wednesday, October 2, 2013
 9:00 a.m.
 Mandeville Parish Church Hall

REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
143	Stephanie Lee Barr	SDC	South Cay	247-2858		
144	Shelva Ganga	SDC	"	"		
145	Hopeton Miller	South Hope/Silver Grove	Huntley Manchester	766-3549	hopetonmiller@yahoo.com	Hopeton Miller
146	Carole Campbell	Christchurch CDC	Christchurch Manchester	964-7665	carolecampbell@yahoo.com	Carole Campbell
147	Horace Campbell	Tax Administration - Jamaica	Mandeville, Mandeville	581-7826	horace.campbell@yahoo.com	Horace Campbell
148	Anna Fry	Eden CDC	Eden Rd. Manchester	585-4777	annafry@yahoo.com	Anna Fry
149	Craig Sterling	Parus / Scott's Pass CDC	Parus, P.O. Manchester	391-1828	sterlingcraig@yahoo.com	Craig Sterling
150	Christine Spencer	Grove Place	Grove Place Manchester	355-8101		Christine Spencer
151	Sharon Taylor	Grove Place	Grove Place Manchester	355-8101	sharon.taylor@yahoo.com	Sharon Taylor

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SOCIAL DEVELOPMENT COMMISSION
 Building Communities...Building Jamaica
 MANCHESTER
 Conference of Community Development Committees
 Wednesday, October 2, 2013
 9:00 a.m.
 Mandeville Parish Church Hall

REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
152	Beverly Booker	SDC - Manchester	15-16 Northville	625-3231-2	booker.beverly@gmail.com	Beverly Booker
153	Claudia Johnson	SDC - Manchester	"	625-3231-2	cunninghamc@sdgja.com	C. Johnson
154	NADINE FERRESTER	SDC Manchester	"	625-3231-2	ferrester@sdgja.com	Nadine Ferrester
155	Herminia Wilson-Daly	SDC Manchester	"	962-3263		Herminia Wilson-Daly
156	Cateen Joseph	SDC Manchester	"	625-3231-2	josephc@sdgja.com	Cateen Joseph
157	Jamie Delgado	SDC Manchester	"	347-3459	jdelgado@sdgja.com	Jamie Delgado
158	Sharon Gilbert Richards	SDC Manchester	"	217-2880	sharonr@sdgja.com	Sharon Gilbert Richards
159	Debbie Johnson	SDC Manchester	"	247-7924	debbiejohnson@yahoo.com	Debbie Johnson
160	Milka Francis	SDC Manchester	"	247-2792	frankism@sdgja.com	Milka Francis

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

MANCHESTER
Conference of Community Development Committees
Wednesday, October 2, 2013
9:00 a.m.
Mandeville Parish Church Hall

REGISTER

#	Name of Representative	Name of CDC / Organization	Address	Contact #	Email Address	Signature
161	Allice Muirhead	SDC Manchester	Lot 15-16 Nashville	564-0206	Muirheada.B@stjgpcj.com	
162	Jerome Leticia	"	"	247-7683	leticia.j@stjgpcj.com	
163	Raye Wilson	"	"	589-3983		
164	Gary Bernard	SDC St. Catherine	Port Henderson Rd	247-2892		
165	Raymond Kerr	SDC Head Office	22 Camp Rd	247-7558		
166	Andrea Nelson	"	"	280-4154		
167	Debra Fleming	"	"	289-0597		
168	Dr. Wayne Vernon	"	"			
169						

St. James Parish Conference

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Chanel Clarke	Belknap Hall	474-9701	C. Clarke	
2	Hanica Wright	Malden	703-8724	H. Wright	
3	Cheryl King	Malden CDC	804-2630	C. King	
4	Sandra Brown	Summer Hill	354-4952	S. Brown	
5	Malcolm Brown	ALP	224-2581	M. Brown	
6	Josephine Anderson	N.I.P.	323-2764	J. Anderson	ke.Hair.T@gmail.com
7	Robert Wilson	CITIZEN ASSOCIATION	331-0765	R. Wilson	
8	JERRY DUNCAN	MAYNARD POLICE CLUB	671-5253	J. Duncan	
9					
10					
11					
12					
13					
14					
15					

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Jonathan Thomas	Manville CDC	355-5571	J. Thomas	manvillecdc@yahoo.com
2	Henry Johnson	"	313-2715	H. Johnson	
3	KRISTIE	Christ Kingdom Embassy	371-8247	K. Kristie	red-hinba.com
4	Robert Wilson	Malden CDC	761-5630	R. Wilson	
5	Shirley Thomas	ALP		S. Thomas	
6	Doreen Henderson	Field Civilian	601-5497	D. Henderson	f-association@outlook.com
7	Leonard Henderson	Field Civilian	601-5497	L. Henderson	f-association@outlook.com
8	Alden Miller	Flower Hill	595-2815	A. Miller	
9	Stephens	N.I.P.D.C.	710-2411	S. Stephens	
10	Quana Jones	N.I.P.D.C.	376-4451	Q. Jones	curriculondelavash.com
11	Ricardo Hudson	Granville C.D.C.	333-0622	R. Hudson	ricardo.hudson@gmail.com
12	Siem Crathorn	"	565-5126	S. Crathorn	geth@siem2.yahoo.com
13	James Crathorn	"	460-1007	J. Crathorn	
14	Pauline Wilson	Field Civilian	501-4200	P. Wilson	edimray@yahoo.com
15	James King	Capitol Heights	589-2377	J. King	

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities...Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Shelley Clark	P.D. 26, St. James	327-3996	[Signature]	
2	George Nething	P.D. 26, St. James	482-7420	[Signature]	
3	Nancy Street	P.D. 26, St. James	482-7249	[Signature]	
4	Barry Beecher	Port Antonio CDC	570-4155		
5	Rita Bell	St. James CDC	472-6001	[Signature]	
6	Krista King	St. James CDC	484-5495	[Signature]	kingdom@jamaica.gov
7	Merna Gosh	St. James CDC	346-1137	[Signature]	Merna.Gosh@jamaica.gov
8	Andrea Gosh	St. James CDC	422-3599	[Signature]	
9	Andrea Gosh	St. James CDC	442-7453	[Signature]	Andrea.Gosh@jamaica.gov
10	Glenn Vingo	St. James CDC	371-7485	[Signature]	glenn.vingo@jamaica.gov
11	Donna Vingo	St. James CDC	371-7485	[Signature]	donna.vingo@jamaica.gov
12	Bird Bink	St. James CDC	422-3599	[Signature]	
13	Q. DAVE ALLEN	St. James CDC	836-8069	[Signature]	Q.DAVE.ALLEN@jamaica.gov
14	Robt. L. H.	St. James CDC		[Signature]	
15	Noci Mason	St. James CDC	371-7485	[Signature]	Noci.Mason@jamaica.gov

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities...Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Helen Phyllis	St. James CDC	961-1123	[Signature]	helen.phyllis@jamaica.gov
2	Sandra Mervin	St. James CDC	481-2028	[Signature]	sandra.mervin@jamaica.gov
3	Sandra Mervin	St. James CDC	481-2028	[Signature]	sandra.mervin@jamaica.gov
4	Sandra Mervin	St. James CDC	481-2028	[Signature]	sandra.mervin@jamaica.gov
5	Marcia Hatcher	St. James CDC	356-4862	[Signature]	marcia.hatcher@jamaica.gov
6	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
7	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
8	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
9	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
10	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
11	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
12	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
13	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
14	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov
15	Conrad Thomas	St. James CDC	550-5628	[Signature]	conrad.thomas@jamaica.gov

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities...Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
2	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
3	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
4	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
5	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
6	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
7	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
8	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
9	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
10	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
11	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
12	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
13	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
14	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov
15	Walter Waller	St. James CDC	342-0960	[Signature]	walter.waller@jamaica.gov

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Deloris Reid	Tangle River C.D.	587-0932	P. Reid	
2	Natalia Wallace	St. Ann's C.D.	482-7928	Natalia	
3	John Anderson	Tangle River C.D.	376-0533	J. Anderson	
4	Olivera Mares	Tangle River C.D.	482-3678	M. Mares	
5	Candace Virgo	Granville Parish C.D.	858-3605	C. Virgo	
6	Hillette Virgo	Granville Parish C.D.	482-3605	H. Virgo	
7	Adrian Palmer	Welton Hill C.D.	275-4864	A. Palmer	
8	Alberta Palmer	Welton Hill C.D.	1179-7050	A. Palmer	
9	Orlando Palmer	Welton Hill C.D.	291-0321	O. Palmer	
10	Lorna Clarke	Welton Hill C.D.	477-4888	L. Clarke	
11	Isola Williams	Welton Hill C.D.	527-3367	I. Williams	
12	Kishina Campbell	Welton Hill C.D.	807-3100	K. Campbell	
13	Kerrin Allen	Welton Hill C.D.	807-4113	K. Allen	
14	Nazir KENNEDY	Welton Hill C.D.	807-3320	N. Kennedy	

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Hector Barrett	Granville Parish C.D.	934-0708	H. Barrett	
2	Jamelle Williams	Granville Parish C.D.	149-0200	J. Williams	
3	Matthew Williams	Granville Parish C.D.	409-9635	M. Williams	
4	Keith Williams	Granville Parish C.D.	401-5007	K. Williams	
5	Keith Williams	Granville Parish C.D.	479-1107	K. Williams	
6	Keith Williams	Granville Parish C.D.	482-1344	K. Williams	
7	Keith Williams	Granville Parish C.D.	416-7118	K. Williams	
8	Keith Williams	Granville Parish C.D.	551-1400	K. Williams	
9	Kathleen Williams	Granville Parish C.D.	259-1116	K. Williams	
10	Keith Williams	Granville Parish C.D.	482-1344	K. Williams	
11	Keith Williams	Granville Parish C.D.	401-5007	K. Williams	
12	Keith Williams	Granville Parish C.D.	479-1107	K. Williams	
13	Keith Williams	Granville Parish C.D.	482-1344	K. Williams	
14	Keith Williams	Granville Parish C.D.	416-7118	K. Williams	
15	Keith Williams	Granville Parish C.D.	551-1400	K. Williams	

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities... Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Verna Cox	Granville Parish C.D.	587-5510	V. Cox	
2	Veronica Brockellier	Granville Parish C.D.	422-4437	V. Brockellier	
3	Danielle Davis	Granville Parish C.D.	419-3415	D. Davis	
4	Whitney Taylor	Granville Parish C.D.	461-3500	W. Taylor	
5	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
6	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
7	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
8	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
9	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
10	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
11	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
12	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
13	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
14	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	
15	Sharon Williams	Granville Parish C.D.	582-3145	S. Williams	

SDC SOCIAL DEVELOPMENT COMMISSION
Building Communities...Building Jamaica

CONFERENCE OF COMMUNITY DEVELOPMENT COMMITTEE
"The Governance Framework: the Pathway to Economic Development"

Parish: St. James
Date: October 16, 2013

	NAME	ORGANIZATION	TELEPHONE CONTACT	SIGNATURE	EMAIL ADDRESS
1	Aletha Greene	C-D A.C.	466-3542	<i>[Signature]</i>	
2	Bernard Williams	Hope Valley	861-2133	<i>[Signature]</i>	joshall@caribbean.net
3	Marlon Francis	Stonewall C.D.C.	606-1264	<i>[Signature]</i>	
4	Hopie Woodstock	Stonehouse C.D.C.	582-3367	<i>[Signature]</i>	
5	Sharon Gordon	Stonewall C.D.C.	477-2297	<i>[Signature]</i>	Sharon.Gordon@yahoo.com
6	Calvin Barber	Guilford P.C.	584-3815	<i>[Signature]</i>	
7	Rama Cole	Friendship Community	577-4345	<i>[Signature]</i>	
8	Benjamin Clark	Town Hall Association	575-5788	<i>[Signature]</i>	benjamin25@yahoo.com
9	Tashia Sinclair		486-5614	<i>[Signature]</i>	gabriel@caribbean.net
10	Antoinette Huggins	S.E.D.C.	543-5317	<i>[Signature]</i>	huggins@caribbean.net
11	Tashona Hill	Adelphi C.D.C.	552-5544	<i>[Signature]</i>	huggins@caribbean.net
12	Barbara Gordon	Adelphi C.D.C.	397-6400	<i>[Signature]</i>	barbaragordon@yahoo.com
13	Norma Hill	Adelphi C.D.C.	512-3605	<i>[Signature]</i>	
14	Donna Hill	Adelphi C.D.C.	551-3341	<i>[Signature]</i>	
15	Harold Campbell	Barrett Hall C.D.C.	787-1701	<i>[Signature]</i>	haroldcampbell@yahoo.com

Hanover Parish Conference

NAPSEC **SDC** **NIJ**
CONFERENCE OF THE COMMUNITY DEVELOPMENT COMMITTEES

October 23, 2013

	Name	Organisation/ Community	Telephone #	Email
1	Conrad Davis	Windward Development Club	542-3517	conrad.davis@yahoo.com
2	Venerable Brown	"	315-0585	
3	Sammy Houghton	"	244-5652	
4	Norval Harrison	"	329-0019	
5	William Blount	N.P.C.C.	357-2077	
6	Pauline Williams	Hanover United Club/ SDC	384-2232	micmic777@hotmail.com
7	Janel Young	Success CDC	379-6130	janel.young@yahoo.com
8	David Davidson	S.D.C. Hanover	247-2683	
9	Josephine Smith	Hanover CDC	234-6962	
10	John Smith	Content CDC	252-7398	johnsmith@yahoo.com
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12	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
13	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
14	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
15	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
16	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
17	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
18	John Smith	Content CDC	241-1507	johnsmith@yahoo.com
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NAPSEC **SDC** **NIJ**
CONFERENCE OF THE COMMUNITY DEVELOPMENT COMMITTEES

	Name	Organisation/ Community	Telephone #	Email
21	David Davis	Poll River CDC	366-6767	
22	Fania Davis	Hope Valley DA/CDC		
23	Clarence Wright	P.D.C. D.C. CDC	397-3712	clarencewright@yahoo.com
24	Sharon Davis	CDC, D.C.	576-7214	sharon.davis@yahoo.com
25	Cynthia Shippy	TH. Peto C.D.C.	347-0998	
26	Anthony Williams	Hanover United Club/ SDC	401-6280	anthonywilliams@yahoo.com
27	David Brown	H.D.C. March Town C.D.C.	572-2954	David.Brown@yahoo.com
28	Bernie Williams	Ramble CDC	840-1914	
29	Monica Scott	GREAT VALLEY CDC		
30	John Davis	SDC	247-2693	john.davis@yahoo.com
31	John Davis	SDC	247-2693	john.davis@yahoo.com
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33	John Davis	SDC	247-2693	john.davis@yahoo.com
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Portland Parish Conference

Portland


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Onkar Dey	Manchioneal C.D.C	onkardey75@yahoo.com	418892	<i>[Signature]</i>
2	Desiree Criston-Gutierrez	Baff Bay CDC 4DPC	desireegutierrez@yahoo.com	376-4597	<i>[Signature]</i>
3	Dorothy Smith	L.O.R.B.S. Reunited Society		386-6314	<i>[Signature]</i>
4	Stephanie Ireland	NAPDEC	stephanie.a.ireland@gmail.com	316-2914	<i>[Signature]</i>
5	Kathleen Sweeney	NAPDEC	kathleen_sweeney@gmail.com	554-7170	<i>[Signature]</i>
6	Anna Conner	NAPDEC	napdec@gmail.com	564-0091	<i>[Signature]</i>
7	Ryan Lopez	Heart - Trust - ATA	ryan.lopez@heart-ata.org	576-5916	<i>[Signature]</i>
8	Nichola H. Cormack	SDC	nicholacormack@yahoo.com	564-8320	<i>[Signature]</i>
9	Latoya Clark Mudge	SDC	lmclark@yahoo.com	355-7680	<i>[Signature]</i>
10	Marvin Brady	Winder CDC	mvino@gmail.com	522-5951	<i>[Signature]</i>

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 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Nikima Lohi	SDC St. Thomas		247-2658	<i>[Signature]</i>
2	Lorian East Roberts	"			
3	Rosemarie Yipamou	RESPECT C.D.C	rydamor@yahoo.com	579-4203	<i>[Signature]</i>
4	Andres M. Calkins	SDC - Training Department	andres.calkins@sdcc.gov.jm	297-7809	<i>[Signature]</i>
5	Karla Levenidge	SDC - Tech Support	levenidge@sdcc.gov.jm	247-7650	<i>[Signature]</i>
6	Orshman Cooke	Shannon Forest Comm. Club		864-9684	<i>[Signature]</i>
7	Pearl Louche	St. Priscilla's Lm. Chgo	Communitarian Dist	913-1732	<i>[Signature]</i>
8	Audrey Mason	"	Audrey.mason24@yahoo.com	509-5266	<i>[Signature]</i>
9	Mray Phumpon	St. Peter's Remond Comm. Club	redevelopmentsclub@yahoo.com	465-4679	<i>[Signature]</i>
10	Dave Beckford	"	DBECKMAN@hotmail.com	417-3122	<i>[Signature]</i>


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	David Gray	SWIFTRIVER REUNITED COM		595-0099	<i>[Signature]</i>
2	Susan Brown	SDC	browns@sdcc.gov.jm	247-2598	<i>[Signature]</i>
3	Chasie L. L. L.	Black Hill C.D.C		39-09820	<i>[Signature]</i>
4	Ronald Minnott	Black Hill C.D.C		739-6698	<i>[Signature]</i>
5	Christina Williams	Long Bay Trn. Prospect Citizens		275-6525	<i>[Signature]</i>
6	Marcia Robinson	Long Bay Trn. Prospect Citizens		843-3328	<i>[Signature]</i>
7	Racquel Hamilton	Kensington Community Club	Racquelhamilton67@yahoo.com	378-5421	<i>[Signature]</i>
8	Reardo Jones	Port Antonio DAC	canonmatt@gmail.com	441-1468	<i>[Signature]</i>
9	Norma Lawrence	Bowling Green C.D.C		2024-1614	<i>[Signature]</i>
10	Sharon L. Thompson	Long Bay Trn. Prospect Citizens		605-2654	<i>[Signature]</i>

7.11.13


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Robin Ann	National Identity Act	robin.ann@nial.org	906-7731	Robin Ann
2	Carol Delling	Portland P.C.	caroldelling@yahoo.com	993-2665	Carol Delling
3	Berna White	Bay Area Rural Council	Berna@BABA.org	312-1532	Berna White
4	Robert Kelly	P.P.C.	rkelly@ppc.org	366-9923	Robert Kelly
5	M. Nell Foreman	Sett	Amory/Sett	461-8657	M. Nell Foreman
6	Hanna Mayne	BOSABS		913-1163	Hanna Mayne
7	Spirited Ministry	Water of Life Church of BS		712-1163	Spirited Ministry
8	Donnet Edwards	R.G.S.C.		346-2762	Donnet Edwards
9	Nikki Morrison		nikki.morrison@yahoo.com	449-5919	Nikki Morrison
10	Nicole Tracy Henry	Portland CDC/Dae	nichtracy@yahoo.com	390-8611	Nicole Tracy Henry


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Bernard Walker	Island Tom Bee Farmer Group	seabreeze440@yahoo.com	566-0867	Bernard Walker
2	Diana Burke	"I"		423-1832	Diana Burke
3	Oliver Hendricks	Non-Sectarian Vietnam War Tru	Oliver.hendricks@yahoo.com	789-0699	Oliver Hendricks
4	Shirley Miller	Indusky Dist		896-8445	Shirley Miller
5	Donnet Edwards	Indusky Dist			Donnet Edwards
6	Jan Marie Pryce	Windsor Castle CDC	janmarie.pryce@yahoo.com	873-3789	Jan Marie Pryce
7	Elaine A.H. Owen	Osweston	owenelaine@gmail.com	470939	Elaine A.H. Owen
8	Robert Miller	Wanna Community Club	robstermiller@gmail.com	435-7665	Robert Miller
9	Wanda's Guy	Cum TE	wanda@bottmail.com	280-2179	Wanda's Guy
10	Army Robert	PPC Portland	armyrob@ppc.org	207008	Army Robert


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Dana Coombs	Clark's Town CDC	dana.coombs@yahoo.com	372-5865	Dana Coombs
2	Koti-Landence Mendes	REACH CDC	kotisnr@gmail.com	341-0492	Koti-Landence Mendes
3	Deborah Miller	Super Hill CDA	Deborah.C.D.Miller@gmail.com	960788	Deborah Miller
4	Terrell Johnson	Long Road			Terrell Johnson
5	Maud Brown	Boundbrook	Cimbrown22@yahoo.com	998-4625	Maud Brown
6	Carleen Mott	Fruitful Vale CDC	carleen.mott91@yahoo.com	451-0826	Carleen Mott
7	Gene Moore	Phlegm CDC	irene.moore@yahoo.com	891-6575	Gene Moore
8	Dever Rookland	Little Lake Church	dever.rookland@yahoo.com	4063059	Dever Rookland
9	Wallace Stirling	Midway Community Council		859-5714	Wallace Stirling
10	Charmaine Shackelford	Marion Town Marion Council		421-5319	Charmaine Shackelford


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Aurelio Brown	Windsor Castle CDC	cesdolbrown@hotmail.com	892-9849	RB Brown
2	Erlean Davis	Drapers CDC	decdavis@yahoo.com	485-7865	Ed Davis
3	Olivia Armstrong	Bellvue Women's Group		555-4902	Olivia Armstrong
4	B. Cunningham	Shot Over Dist		436-9486	B Cunningham
5	John Bond	Snow Hill CDC	javanghagenius@yahoo.com	844-5799	JB Bond
6	Rudolph Brown	Golden Vale	rtallabrown@yahoo.com	533-8901	RB
7	James Hult	SDC/KSA	hultj@sd.gov.mt	575-7571	JH
8	Carin Myers	SDC/BSA	myers@sd.gov.mt	284-9936	CM
9	Karina McKeon	SDC/KSA		547-5898	KMcKeon
10	Desiree Miller	-			DM


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Sandra Coulbourne	SDC - KSA	goulbourne@sd.gov.mt	247-2936	SC
2	Daniel Coulbourne	NAAD	dculbourne@sd.gov.mt	357-0368	DC
3	Alan Brown-McLukie	SDC - KSA	abrown@sd.gov.mt	247-7674	ALB
4	Amie Francis	Bentwaters CDC/ORMC	amie32@yahoo.com	423-5334	AF
5	Smith Davis		kdjall246@yahoo.com	875-8712	SD
6	Shirley Gibson	PPC	shirleygibson@yahoo.com	376-0183	SG
7	Donna Lewis	Portland Panel Council	portlandpanelcouncil@gmail.com	844-277/4107	DL
8	Dennis Lee	Mount Pleasant		403-7576	DL
9	Doreen Martin	Reasen CDC		860-9001	DM
10	Gary Meyer	OPA Port Antonio		416-5799	GM


 SOCIAL DEVELOPMENT COMMISSION
 2013 CONFERENCE
 OF COMMUNITY DEVELOPMENT COMMITTEES
 FRIDAY, OCTOBER 25, 2013
 CHURCH OF CHRIST 10 EAST PALM AVENUE, PORT ANTONIO

REGISTRATION SHEET

#	NAME	COMMUNITY/ORGANIZATION	EMAIL ADDRESS	TELEPHONE #	SIGNATURE
1	Robert Lewis Brown	Port Antonio CDC	rbrown@sd.gov.mt	475-1414	RL Brown
2	Aphie Walker	Orange Bay CDC		396653	AW
3	Merton Powell	Islington Farm group		3965813	MP
4	Marlene Valentine	Coopers Hill Fellowship PD		887-9476	M Valentine
5	Shirley Hope	SDC			SH
6	Devon Wilson	Islington Bee farm Group		966-0806	DW
7					
8					
9					
10					

Trelawny Parish Conference

SOC Trelawny Social Development Commission
Trelawny Attendance Register

Name of Community: Trelawny Date of Meeting: 28/10/2013 Type of Meeting: Conference of Community Development Committees

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25		25-49		Over 49				
		M	F	M	F	M	F			
1) Eric Brabin	Trunket Hill							Trunket Hill CDC		863 6209
2) Salome Buckle										
3) Paula Smith										
4) Natalie Davis								NAC		
5) Dennis Bennett	Donwell/Bennett							Donwell CDC	350-240	350-1810
6) Stephanie Smith	Walsop CDC							Walsop CDC	hresdie@yahoo.com	240-8680
7) Arthur Forbes	Deeside CDC									378 2120
8) Annette Roberts	Falmouth									446-0707
9) Michael Bradley	Falmouth							Community		
10) Patricia Wright	Falmouth							Falmouth		776 4706
11) Jeanique Elvira								SOC		
12) Shanae Elvira	Barbados									

SOC Trelawny Social Development Commission
Trelawny Attendance Register

Name of Community: Trelawny Date of Meeting: 28/10/2013 Type of Meeting: Conference of Community Development Committees

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25		25-49		Over 49				
		M	F	M	F	M	F			
13) L. Saarni-Bryant										896-6232
14) Rhonda Hutton	Imperial							NAC	rhonda.hutton@gmail.com	433-8910
15) Stephanie Rose	Falmouth							Caribbean Dev.		328-0553
16) Latoya Spencer	Reserve							Reserve youth club		885-6019
17) Jean Charles	Hempden							West Town College NHS		798-7858
18) Maya Baines	West Town							West Town College NHS		485-3735
19) Lily Hall	Carl Spring							Carl Spring Church Choir	lilyhall@yahoo.com	991-023
20) L. Monroville	Falmouth									89-2835
21) Rosemary Hutton	Falmouth									434-2883
22) Noeline Campbell	Alps							Alps CDC		882-4674
23) Nadene Adams	Wood Town							Holland High School	hadenadams@yahoo.com	568-3933
24) Natalie Brown-Miller	Falmouth							Holland High Sch.	Nataliebrownmiller@gmail.com	279-8727
25) Nigel Lee Wright	Falmouth									423-0794

SOC Trelawny Social Development Commission
Trelawny Attendance Register

Name of Community: Trelawny Date of Meeting: 28/10/2013 Type of Meeting: Conference of Community Development Committees

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25		25-49		Over 49				
		M	F	M	F	M	F			
26) Cynthia Wood	Trunket Hill									3886359
27) Jay Johnson	Deeside							CDC		462 4547
28) Thomas Mischak	Martha's Cove							Friends of Martha's Cove Hospital	pmvishak@yahoo.com	366-7599
29) Nazine Linto	Clark's Town							Clark's Town CDC		375-5617
30) Hugh Guffie	Spiny Hill CDC							Spiny Hill CDC	edward.guffie@gmail.com	843-0160
31) Maria Duncan-Gordon	Brampton CDC							Brampton CDC		895-1939
32) Jane LOCKLEY	South Hill/Hempden							South Hill Hempden Committee	jaytan@usa.net	351-4319
33) Rosemary Pearson	Alps CDC									486-1962
34) Rosemary Healey	Wood Town							Brampton Hall/ Wood Town Com.		317-0492
35) Patricia Hines	Trelawny 4th Class									861-1613
36) Richard Miles	SOC - St. Ann's								richard.miles@gmail.com	207-1510
37) Paul Eub	SOC Road							SOC Road	pauleub@yahoo.com	759-8901-5
38) Elizabeth Young	Barbados							Barbados CDC		394-9647

Social Development Commission
Trelawny
Attendance Register

Name of Community: *Conference - Community Development Committee*
Date of Meeting: *28/10/2013*
Type of Meeting: *Conference - Community Development Committee*

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25			25-49					
		M	F	M	F	M	F			
(1) Carmel Jefferson								Shawwood C.D.C	Shawwood C.D.C	464-6921
(2) Debrae Gibson-Vincent								Trelawny Neighbourhood Watch	282-2519	
(3) Carlene Clarke								Trey C.D.C	840-6537	
(4) Cassius Mitchell								Trey C.D.C	883-3588	
(5) Ambrose Johnson								Trelawny Parish Library	281-1081	
(6) Marlon Walker								Jamaica Labour Party	781-1075	
(7) Veron Brown	Green Bank							Green Bank Neighbourhood Assoc	520 0816	
(8) George S. S. S.	Marion BRAC								849 9667	
(9) Monique Broomie	Falmouth							The Salvation Army	360-3071	
(10) Chirson Brown	Reserve							Reserve United Club	924-3611/8923445	
(11) Eitz Christie	Falmouth							Red Cross	263-7384	
(12) Doreen Jones	Falmouth							Fishermen Assoc	875 Christie Drive	

Social Development Commission
Trelawny
Attendance Register

Name of Community: *Reserve*
Date of Meeting: *28/10/2013*
Type of Meeting: *Reserve*

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25			25-49					
		M	F	M	F	M	F			
(1) Doreen Jones	Reserve							Reserve	855-1755	
(2) Doreen Jones	Reserve							Reserve	282-2519	
(3) Doreen Jones	Reserve							Reserve	829-3829	
(4) Doreen Jones	Reserve							Reserve	850-0903	
(5) Doreen Jones	Reserve							Reserve	441-8874	
(6) Doreen Jones	Reserve							Reserve	441-8874	
(7) Doreen Jones	Reserve							Reserve	877-6925	
(8) Doreen Jones	Reserve							Reserve	812-8196	
(9) Doreen Jones	Reserve							Reserve	343-8062	
(10) Doreen Jones	Reserve							Reserve	241-2735	
(11) Doreen Jones	Reserve							Reserve	402-9483	
(12) Doreen Jones	Reserve							Reserve	464-6921	

Social Development Commission
Trelawny
Attendance Register

Name of Community: *Reserve*
Date of Meeting: *28/10/2013*
Type of Meeting: *Reserve*

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25			25-49					
		M	F	M	F	M	F			
(1) Doreen Jones	Reserve							Reserve	812-8196	
(2) Doreen Jones	Reserve							Reserve	276-6457	
(3) Doreen Jones	Reserve							Reserve	870-7287	
(4) Doreen Jones	Reserve							Reserve	412-4387	
(5) Doreen Jones	Reserve							Reserve	584-8863	
(6) Doreen Jones	Reserve							Reserve	377-0505	
(7) Doreen Jones	Reserve							Reserve	844-1721	
(8) Doreen Jones	Reserve							Reserve	531-6107	
(9) Doreen Jones	Reserve							Reserve	456-1920	
(10) Doreen Jones	Reserve							Reserve	610-0289	
(11) Doreen Jones	Reserve							Reserve	430-6352	
(12) Doreen Jones	Reserve							Reserve	847-2635	

Social Development Commission
Trelawny
Attendance Register

Name of Community: _____ Date of Meeting: _____ Type of Meeting: _____

Name of Participant	Community/District	AGE/SEX						Organization Represented	Email Address	Contact #
		Under 25		25-49		Over 49				
		M	F	M	F	M	F			
135 Jay Lee										
136 Coren Lewis										
137 Robert Heyatt	Reserve Dist. in Community							Reserve United Club		341-9317
138 Blakey Black	10 Buxton							10 Buxton / Colophon		873-2931
139 Donna Dunderdane	Trelawny							Falmouth N.T.C. COT	dona@ymca.com	280 4279
140 Violette Palmer	St. Andrew's							St. Andrew's S.C.		308-1935
141 Joyette Anderson	St. George							St. George C.D.C.		452-1226
142 Jay Taylor	National/International							NIA		331-2324
143 Omar Lewis	"							NIA		
144 " "	"							Falmouth N.T.C.		
145 Michael Lewis	"							NIA		
146 Robert Williams	"							C.D.C.		421 7482

St. Elizabeth Parish Conference

SOCIAL DEVELOPMENT COMMISSION ST. ELIZABETH

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Natalie Penitrie	SDC	247-0950	natalie.brafferton			Natalie Penitrie
2. Bernice Richards	St. John's Baptist Church	418-9833				Bernice Richards
3. Michael Brown	St. John's Baptist Church	470-3636				Michael Brown
4. Steph Ireland	NAPDEC	710-2472				Steph Ireland
5. Kathleen Sydney	NAPDEC	354-7170				Kathleen Sydney
6. Bro. Chen-y	SDC	247-2694				Bro. Chen-y
7. Patricia Chambers	C.D.C.	446-8449				Patricia Chambers
8. Slater Garrowood	C.D.C.	587 4058				Slater Garrowood
9. Leslie Babin	DAC	352-7049				Leslie Babin
10. C. David Robinson	C.D.C.	281-4785				C. David Robinson

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Tanya A. Burke	St. Andrew's Anglican Church	298-2923	tanyaburke@stjohns.com			Tanya A. Burke
2. Conn A. Wright	St. Andrew's Anglican Church	402-1977				Conn A. Wright
3. Layton Smith	St. Andrew's Anglican Church	585-7333	laytonsmith@stjohns.com			Layton Smith
4. Paul Burke	SDC	759-8901-3	paulburke@stjohns.com			Paul Burke
5. Catherine Babin	St. Andrew's Anglican Church	934-2440				Catherine Babin
6. Vincent H. Harte	L.P.A.D.	589-2317	vincentharte@stjohns.com			Vincent H. Harte
7. June Sanderson	St. Andrew's Anglican Church	363-2055				June Sanderson
8. Alia Shanon	J.A.S.	576 2288				Alia Shanon
9. Mavis Lawrence	St. Elizabeth	878-1426	mavislawrence@stjohns.com			Mavis Lawrence
10. Jeanette Wilson	RADA - St. Elizabeth	468-8915	jeanettewilson@stjohns.com			Jeanette Wilson

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Marie Jellard	PACS	570-0130		✓	✓	
2. Sue Bennett		391-7171			✓	
3. Joyce Nelson	Stronglight CDC	472-8267			✓	
4. David Bayle	Retirement CDC	281-9960		✓		D Bayle
5. Dwayne Porchman	Newcombe Valley Pys	388-0264		✓		D Porchman
6. Bowman GTC	White Hill BOC	444-5809		✓		
7. Troy Bennett	Paratice	437-8176				
8. TAYLOR WATERS	Paratice	437-8176				
9. Douglas Henx	Paratice	437-8176		✓		T. Waters
10. Claude Johnson	SDC Manchester	247-2817			✓	C. Johnson

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Lucille Dixon	Brass River CDC	804-0732			✓	L Dixon
2. Gloria Loring	Magdalen	333-2420			✓	G Loring
3. DANE BARRHAM	SANTA CRUZ	361-4177	danebarrham@gmail.com	✓		Dane Barrham
4. Shavonta Dennis	Bayer youth club	573-9021	shavontadennis@gmail.com	✓		Shavonta Dennis
5. B. Elizabeth Saunders	SDC	247-2856	elizabethsaunders@gmail.com	✓		B. Elizabeth Saunders
6. Helen Myers	Nai Nai, Chicago Area	844-7005			✓	Helen Myers
7. New Robinson	SDC	874-6566	newrobinson@gmail.com	✓		New Robinson
8. Wesley Smith	White Hall Police Youth Club	578-1629	WesleySmith876@yahoo.com	✓		Wesley Smith
9. Howard Buchanan	M.P.	577-4370	hbooker@gmail.com	✓		Howard Buchanan
10. Eric Barrett	Mountainside CDC	408-9844			✓	Eric Barrett

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Evelyn Easley					✓	E Evelyn
2. Josef Alfa	Boats	500-1400	josefalfa@gmail.com	✓		Josef Alfa
3. JASON HARZELL	PDC	562-0020	jasonharzell@gmail.com	✓		Jason Harzell
4. Caronda Jones	S.O.C.		jonesca@icloud.com		✓	Caronda Jones
5. Helena Goffe	SDC				✓	Helena Goffe
6. Richard Walford	P.E.A.C.E.	426-1006	walfordr@earthlink.net	✓		Richard Walford
7. Pamela Stevens	Ridge CDC	566-7869			✓	P. Stevens
8. Dahlia McDonald	Mins. of Local Govt.	868-9265	dmacdonald@mlg.ca	✓		Dahlia McDonald
9. Alix Miller	SDC	247-2976	alixmiller@gmail.com	✓		Alix Miller
10. Helena Blake	P.C.A.	572-9503			✓	Helena Blake

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Kurt Chambers	St Elizabeth Medical	589-5942		✓		K Chambers
2. BERNEL WILLIAMS	BKNER DAC	879-8860		✓		B Williams
3. SYLVESTER GREEN	GREEN FARM	395-3930		✓		S. GREEN
4. David Berry	Mulgrave C. HSE	359-2372		✓		D Berry
5. Amelia Sloan	St. Elizabeth PDC	325-5643	sloan.ame (1) @gmail.com		✓	A Sloan
6. Nicole Stanley	St. Elizabeth PDC	323-8002			✓	N Stanley
7. Veronica Brown	Popl. Health Community Club	330-576	veronibrown@yahoo.com	✓		V. Brown
8. CHRISTINA FRANCES COLE	PDC	678-0142	stephlegisfrances@gmail.com	✓		CFL
9. Shanaka Hall	PDC	854-8907	shanakahall@gmail.com	✓		S Hall
10. Milton Francis	SDC	8951828	miltonfrancis@gmail.com	✓		M Francis

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Michael Deben	IKRFAC	819-9113	mdeben@icrfac.com	✓		M Deben
2. Percival Arinhus	AKVD	410-4739	percivalarinhus@gmail.com	✓		P Arinhus
3. Trevor Cameron	Bala DAC	364-0466	trevor.cameron@bala.com	✓		T Cameron
4. Michael Atkins	Bala PDC	871-0777	Michael.Atkins@bala.com	✓		M Atkins
5. Claudine Forbes	SEPC	426-3019	claudineforbes@yahoo.com	✓		C Forbes
6. Anna Marie Brown	SEPC	449-4074	annamariabrown@yahoo.com	✓		A Brown
7. Sandra White	ST. PC	926-2457	sandrawhite18@hotmail.com	✓		S White
8. David Martin	Holland Community Group	374-3890		✓		D Martin
9. Sharon Russell	Longwood Estate	858-9737	sharonrussell@comcast.net	✓		S Russell
10.						

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Vernon Rogers	Parish House Comm. Dev. Association	874-7919	vernorogers@gmail.com	✓		V Rogers
2. Stefan Evans	St. Elizabeth Parish Council	250-9101	stefan.evans@stelo.com	✓		S Evans
3. Maureen Thompson	Councilor/Caretaker	367-0263	shangshang@yahoo.com	✓		M Thompson
4. Jeremy Lecker	SDC	247-7577	jeremy.lecker@gmail.com	✓		J Lecker
5. Doreen Jones	PDC	859-0296	doreen.jones@yahoo.com		✓	D Jones
6. Michael White	SDC	576-5749		✓		M White
7. Heidi Neuschardt	SDC	247-2472	heidi.neuschardt@gmail.com		✓	H Neuschardt
8. Kemone Jones	SDC					K Jones
9. Delona Flemming	SDC	829-0597	delonaflemming@yahoo.com		✓	D Flemming
10. Tonia South Walcott	Parish House Comm. Dev. Association	445-1294	toniasouthwalcott@gmail.com	✓		T Walcott

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing (Name of CBO/DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Davis L Logan	Charmel Hall	469-6819			✓	Davis L Logan
2. Nadene Jackson	Crawford CDC	297-5322			✓	Nadene Jackson
3. Craig Mason	PIST CVC Baton Rouge	866-9221	cmason@pi-st.com	✓		Craig Mason
4. Terence Williams	Paul Mason Community Outreach	982-4817	terencewilliams@pi-st.com	✓		Terence Williams
5. Steve Cohen	Oric Health	561-4981				Steve Cohen
6. Jane Taylor	St. Elizabeth, PC	634-4051	jtaylor@st-elizabeth.com	✓		Jane Taylor
7. Diana Owen	Balacawa DAC	8400601	diana_owen2001@yahoo.com	✓		Diana Owen
8. Patricia McLaughlin	Balacawa DAC	375-16493			✓	Patricia McLaughlin
9. Audie Niles	Silviah	416-4245				Audie Niles
10. Lashon Cuff	St. Elizabeth's	466-3748	lashon.cuff@gmail.com	✓		Lashon Cuff

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing (Name of CBO/DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Patricia S. H. H.	W.H.W. H. H.	568-2363			✓	Patricia S. H. H.
2. Susan Hanks	Truman Hanks	393-1520	susan.hanks@yahoo.com	✓		Susan Hanks
3. Lucy Hanks	Truman Hanks	965-3063			✓	Lucy Hanks
4. Camille Wright	Phinette	895-4763			✓	Camille Wright
5. Carlos Johnson	Phinette	895-4763	carlosjohnson@phinette.com	✓		Carlos Johnson
6. Lighty R. R.	Phinette	381-0172	lighty@phinette.com	✓		Lighty R. R.
7. Rosalee Plummer	Kinard Plummer	375-7485			✓	Rosalee Plummer
8. Phinette Plummer	Kinard Plummer	375-2179			✓	Phinette Plummer
9. Elaine Robinson	Mulgrave	493-8361				Elaine Robinson
10. Janet Edwards	St. Elizabeth's	359-4762			✓	Janet Edwards

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing (Name of CBO/DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Sandra L. L.	Civil Hall	843-5192		✓		Sandra L. L.
2. Harold Thompson	Harmon Progress	522-2711	harmonprogress@yahoo.com	✓		Harold Thompson
3. John Richards	Richards C/A	898-7524			✓	John Richards
4. Chris Sains	Mountain Side CDC	377-3240	chris@sains.com	✓		Chris Sains
5. Robert A. Thomas	Cheridan S.D.A.	242-1221			✓	Robert A. Thomas
6. Patricia Penner	Santa Cruz	505-3460				Patricia Penner
7. Lashon Logan	Little Park	810-1429	lashonlogan@yahoo.com	✓		Lashon Logan
8. Kisha Lloyd	St. Elizabeth, PC	965-2497				Kisha Lloyd
9. Lashon Logan	"	965-2497				Lashon Logan
10. Shaun Nembhard	"	965-2497				Shaun Nembhard

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Eustace Gary Robinson	2nd DC	429-9636	gustaceg@bellsouth.net		✓	E. Robinson
2. Christopher Ealey	3rd River C.D.C.	406-2975		✓		C. Ealey
3. David Gullapie	8th River DAC	363-3253		✓		D. Gullapie
4. Basil H. Baskett Sr.	12th UNITED YOUTH CLUB	702-1222 966-0054			✓	B. Baskett
5. Madeline McCane	Menton SDC	414-9431				M. McCane
6. Paula Spaulbourn	North Hampton CDC	275-4460			✓	P. Spaulbourn
7. Anthony Smith	Kenner/ROSCOFF Bldg	860-5306			✓	A. Smith
8. Maurice Paine	Magy DAC	380-6675			✓	M. Paine
9. L. Plummer	Kenner	909-8026				L. Plummer
10. Lurca Douglas	NAPDEC	276-6451	lurcadouglas@yahoo.com		✓	L. Douglas

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Carmen Robinson	Newmarket PO	292-9692			✓	C. Robinson
2. Marcia Ann Phillips	The Salvation Army	410-9219	marciaannphillips@gmail.com		✓	M. Phillips
3. Frank Blake	Santa Cruz PO	915-8229 587-6459				F. Blake
4. Pauline McCann-Bell	Parish CDC	280-0174	pauline@parishcdc.com		✓	P. McCann-Bell
5. Joyce Brown	PCARS	275-1366	joyce@pcars.org			J. Brown
6. Camille Wright	PCARS	280-8631				C. Wright
7. Harold Wright	PCARS	774-0611				H. Wright
8. MARCEL RAYMOND	Blacklight	288-3780			✓	M. Raymond
9. Chelise Smith	Camden	997-6724			✓	C. Smith
10. Christopher Russell	Berkshire	255-9554				C. Russell

SOCIAL DEVELOPMENT COMMISSION

PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Elizabeth M. Duff	G.H.S.	397-8016			✓	E. Duff
2. Malachi Gammond	L.P.C.	494-6740			✓	M. Gammond
3. Sharon Edmund	St. Elizabeth's	634-4142	sharonedmund@gmail.com		✓	S. Edmund
4. M. ALLEYNE	HORIZON PARK	966-9677			✓	M. Allyn
5. J. Bennett	Newcomb Valley P.C.	435-3780			✓	J. Bennett
6. H. Campbell	Newcomb Valley P.C.	885-1231			✓	H. Campbell
7. Edith Chedda	SPAR SDC	422-6055	editched@bellsouth.net			E. Chedda
8. Marvin Sajan Jansen	N/S SDC MP Office	586-7505	marvinjansen@bellsouth.net		✓	M. Jansen
9. Jacqueline Brown	Newmarket CDC	788-4456	jacquelinebrown@yahoo.com		✓	J. Brown
10. Camela Clayton	Rosebury Youth Club	387-0006			✓	C. Clayton

SOCIAL DEVELOPMENT COMMISSION
PARISH COMMUNITY DEVELOPMENT COMMITTEES CONFERENCE, ST. MATTHEWS ANGLICAN CHURCH, THURSDAY OCTOBER 31, 2013

NAME	Organization/Agency Representing/Name of CBO(DAC/CDC)	Contact #	Email Address	GENDER		Signature
				Male	Female	
1. Tanisha Smith	Roseberry club	413-5287			✓	T. Smith
2. John Niyk	Acropolis	310-4280	MI T. Smith 241 81 4280	✓		John Niyk
3. Helen Walker	Acropolis Town	426 7121	helen@acropolis.com	✓		Helen Walker
4. Radford Taylor	Donewick	363-3403			✓	Radford Taylor
5. Ricky Balford	ADDA	841-8209	balford@adda.com	✓		Ricky Balford
6. Jane Delgado	SDR Abasco	247-2859	jdelgado@sdra.com	✓		Jane Delgado
7. Kingsley Clarke	New River SDC	543-6196		✓		Kingsley Clarke
8. Marshall Kari	Edelstein	473-4169			✓	Marshall Kari
9. Megan Cole	Rocky Hill Wood	445-123		✓		Megan Cole
10. Deborah Franco	Bravo River (CDC)	401-4727			✓	Deborah Franco

St. Ann Parish Conference

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
1. St. Ann's Bay	St. Ann's Bay	Andre Anscott	St. Ann's Bay	859-7028 324-2037	Andre.Anscoff@stann.com	Andre Anscott	F/Chic	130
2. St. Ann's Bay	Chester	Barbara Clarke	Chester	789-2270	b.clarke25@gmail.com	Barbara Clarke	B/Chick	117
3. St. Ann's Bay	Steer Town	Bunton McIntosh					Fish	
4. St. Ann's Bay	Priory	Gayon Smith	SDYECO	442-2303	gayon.smith@sdye.com	Gayon Smith	VEG	142
5. St. Ann's Bay	Lime Hall	Lennon Edwards	EMS	882-0925	lennon.edwards@stann.com	Lennon Edwards	VEG	149
6. St. Ann's Bay	Chester	Lorna Williams	Chester CDC	354-2155	lorna.williams@stann.com	Lorna Williams	F/Chic	156
7. St. Ann's Bay	Priory	Michael Donaldson	Priory / St. Ann's Bay	431-1702	Michael.donaldson@stann.com	Michael Donaldson	Fish	139
8. St. Ann's Bay	St. Ann's Bay	Michael Peddie		524-1217 771-7085	Michael.Peddie@stann.com	Michael Peddie	B/Chick	178
9. St. Ann's Bay	Chalky Hill	Natalie Hardware	Chalky Hill C.N.	814-9105		Natalie Hardware	F/Chic	173
10. St. Ann's Bay	Chalky Hill	Roy Goldburn					F/Chic	
11. St. Ann's Bay	Steer Town	Trevor Anderson					B/Chick	
12. St. Ann's Bay	Lime Hall	Victoria Christie	✓				VEG	15

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
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DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
13. Gibraltar	Gibraltar	Lyndora Howard	Gibraltar CDC	343-3423 386-7023		Lyndora Howard	Fish	125
14. Gibraltar	Gibraltar	Winsome Nelson					B/Chick	
15. Moneague	Moneague	Carlton Jackson	CDC	360-1106	Carlton.Jackson@stann.com	Carlton Jackson	Goat	177
16. Moneague	Walkerswood	Dwight Wilson	CDC	366-2069	d.wilson@stann.com	Dwight Wilson	F/Chic	108
17. Moneague	Moneague	Earl Williams					F/Chic	
18. Moneague	Rio Hoe	Jasmine Henry					F/Chic	
19. Moneague	Moneague	Jean Morgan	Moneague CDC	973-0642 874-4490	N/A	Jean Morgan	B/Chick	163
20. Moneague	Gibraltar	June Carter					F/Chic	
21. Moneague	Moneague	Mr. Williams	Moneague C.D.C.	310 9846 276 4267		Mr. Williams	Goat	199
22. Moneague	Rio Hoe	Ms. A. Mignott					F/Chic	
23. Moneague	Blackstoned	Ms. Boute					F/Chic	
24. Moneague	Blackstoned	Ms. Brown	NEIGHBOURHOOD	380-4195	N/A	Ms. Brown	Fish	195
25. Moneague	Falthe Pen	Ms. Davidson					B/Chick	
26. Moneague	Gibraltar	Ms. Plunkett					Fish	
27. Moneague	Walkerswood	Tendal Fudall	VIA/W.F.G. - CBO Walkerswood - CDC Moneague - DAC	471-5132	Tendal.Fudall@stann.com	Tendal Fudall	Fish	175

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
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DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
85	Claremont	Calderwood	Donnetta Lewis	NUDCA	299-2576	D. Lewis	B/Chick	113
86	Claremont	Bensonton	Evette Spencer				B/Chick	
87	Claremont	Calderwood	Gerald Lawrence	NUDCA	360-7403	NUDCA 138	B/Chick	121
88	Claremont	McNis	Ian Phillips	Community Group	291-4449		F/Chick	128
89	Claremont	Claremont	Juliet Francis				F/Chick	
90	Claremont	Alva	Laris Stephens				F/Chick	
91	Claremont	Alderton	Lydia Morris		365-6960	L. Morris	F/Chick	118
92	Claremont	Alva	Noel Reynolds	ALVA CDC	402-3167	Noel Reynolds	F/Chick	123
93	Claremont	Claremont	Pauline Davis	Claremont D.A.C	458-3132	Pauline Davis	F/Chick	
94	Claremont	Alderton	Rhema Riley		433-4709	R. Riley	F/Chick	154
95	Claremont	York Castle	Selvin Henry				Fish	
96	Claremont	York Castle	Tracey Ann Harvey		393-8779	T. Harvey	B/Chick	188
97	Claremont	McNis	Veral Douglas		453-4229	V. Douglas	F/Chick	
98	Claremont	Bensonton	Winston Riley		401-1525	W. Riley	Fish	121
99	Claremont	Golden Grove	John Williams		401-0305	J. Williams	F/Chick	116
100	Claremont	Golden Grove	John Williams		534-8360	J. Williams	F/Chick	194

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
30	Claremont	York Castle	David Manning		402-303	David Manning		
31	Claremont	York Castle	David Manning		387-2460	David Manning		
32	Claremont	York Castle	David Manning		557-3532	David Manning		
33	Claremont	York Castle	David Manning		249-2612	David Manning		
34	Claremont	York Castle	David Manning			David Manning		
35	Claremont	York Castle	David Manning			David Manning		
36	Claremont	York Castle	David Manning			David Manning		
37	Claremont	York Castle	David Manning			David Manning		
38	Claremont	York Castle	David Manning			David Manning		
39	Claremont	York Castle	David Manning			David Manning		
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92	Claremont	York Castle	David Manning			David Manning		
93	Claremont	York Castle	David Manning			David Manning		
94	Claremont	York Castle	David Manning			David Manning		
95	Claremont	York Castle	David Manning			David Manning		
96	Claremont	York Castle	David Manning			David Manning		
97	Claremont	York Castle	David Manning			David Manning		
98	Claremont	York Castle	David Manning			David Manning		
99	Claremont	York Castle	David Manning			David Manning		
100	Claremont	York Castle	David Manning			David Manning		

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
49	Claremont	Becker Town	J. Freeman	Becker Town	405-052	J. Freeman	B/Chick	130
50	Claremont	Becker Town	Kristina Alexander		361-346	Kristina Alexander	B/Chick	165
51	Claremont	Becker Town	No Saunders		401-4628	No Saunders	B/Chick	124
52	Claremont	Becker Town	No Saunders		815-666	No Saunders	B/Chick	162

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

Representative	Company / Agency	Telephone	Email	Signature	Lunch	TICKET
CHARLES CARWEGE	BATES COLLEGE	360 3644	ccarw@bates.edu	[Signature]	[Signature]	123
Agk [Signature]	TEKSAUCE	2520102		[Signature]		
James Radway	Sturge Town Comm	8703623			F/Chicken	152
Valerie Mills	Sturge Town Comm	4859636			F/Chicken	161
Alpaka Fullerton	R/Bay	967050	fullerton@sturge.com	[Signature]		133
Samuel Campbell	Sturge CDR	3563590	Kipp@sturge.com	[Signature]		105
Kenan Hargrave	Sturge CDR	9271100		[Signature]		198
Delroy Harris	Sturge CDR	465-5721	delroy@sturge.com	[Signature]	FGL	150
Nathaniel Davis	R/Bay	294-8490		[Signature]	F/Chicken	120
Albin Jamon	C.D.C. Sturge Town	281-7777		[Signature]	Chicken	126
Ernie [Signature]	R.V.C. Association	8608553		[Signature]		
Carolyn [Signature]	Philad CDR	943-0664	RIS@philad.com	[Signature]		

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

Representative	Company / Agency	Telephone	Email	Signature	Lunch	TICKET
Carolyn Folly	Chattanooga Energy Corp	423-2012	cfolly@chattanoogaenergy.com	[Signature]		166
Marie Sewell	POB	864-6968	marie@sewell.com	[Signature]	B/Chicken	190
Marie Francis	SDC		marie@sewell.com	[Signature]	F/Chicken	
Darlene Davidson	S.C.F. [Signature]	862-2244	darlene@sewell.com	[Signature]	F/Chicken	146
Carlton Matrix	SDC	247-2325	carlton@sewell.com	[Signature]	F/Chicken	184
Tamara Hyde	RAOA	571-7701	jamara@sewell.com	[Signature]	F/Chicken	140
Earl Watkins	RAOA	864-6644	earl@sewell.com	[Signature]	B/Chicken	179
Valerie Daley	RAOA	432-5559	valerie@sewell.com	[Signature]	B/Chicken	145
Alstair Scott	SDC	247-2357	alstair@sewell.com	[Signature]	B/Chicken	148
Carla Myers	SDC	284-5736	carla@sewell.com	[Signature]	F/Chicken	102

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CD/DAC	Telephone	Email	Signature	Lunch	TICKET
	Brown's Town	Bamboo	Alvin Barnett				Goat	
68	Brown's Town	Brown's Town	Anthony Charley	353-4500	anthony@brownstown.com	[Signature]	Goat	169
69	Brown's Town	Philadelphia	Carla McDonald	295-5911	carla@brownstown.com	[Signature]	F/Chicken	187
	Brown's Town	Sturge Town	Carlington Lawrence				F/Chicken	183
	Brown's Town	Philadelphia	Carolyn Ferrerabla				Fish	
70	Brown's Town	Sturge Town	Frank Lawrence	249 6865			F/Chicken	
71	Brown's Town	Brown's Town	Reginald Thorpe	378-4575	reginald@brownstown.com	[Signature]	Fish	200
72	Brown's Town	Bamboo	Shawn Duncan	412 7776	shawn@brownstown.com	[Signature]	B/Chicken	145
	Cave Valley	Cascade	Cleveland Wint	503-3491	cleveland@brownstown.com	[Signature]	Fish	160
73	Cave Valley	Aboukir	Karlaa Clarke	370-1669	karlaa@brownstown.com	[Signature]	Fish	102
	Cave Valley	Mount Moriah	Livingston York			[Signature]	F/Chicken	
74	Cave Valley	Cave Valley	Mr. Cleston Pinnock	949-2575		[Signature]	Goat	185
	Cave Valley	Mount Moriah	Mr. L. Simms				B/Chicken	
75	Cave Valley	Cave Valley	Jacqueline Pinnock		253-1155	[Signature]	Goat	115
	Cave Valley	Aboukir	Rohan Davidson				Fish	
76	Cave Valley	Cascade	Sherette Cole	362-3813		[Signature]	Fish	124
77	Cave Valley	BoroBridge	Valde Pryce	477-2832		[Signature]	B/Chicken	186
78	Cave Valley	BoroBridge	Yvonne Chilson	476-9409		[Signature]	F/Chicken	112

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ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
78	Ocho Rios	WHROMP	Alex Langman	White House Waterfront 200-888-1111	381-3474	whromp@gmail.com	Goat	104
79	Ocho Rios	WHROMP	Fay Langman	"	363-5413	"	Goat	135
80	Ocho Rios	Great Pond	Joyce Otley	Grant-Hood Auto A.C.C.	360-0150	"	Fish	110
81	Ocho Rios	Parry Town	Juliette Walker Nelson	"	352-4282	100-1000-1000	B/Chick	159
82	Ocho Rios	Content Gardens	Lancelotti Broderick	Content Gardens CDC	812-8466	lancelotti@contentgardens.com	B/Chick	119
83	Ocho Rios	Parry Town	Marshall-Ebans	"	486-3012	Cordella Samra pps on 11/11/13	B/Chick	153
84	Ocho Rios	Colgate	Mitchie	"	"	"	Fish	
85	Ocho Rios	Beecher Town	Oral Higgings	"	565-1160	higgings@btp.com	F/Chick	151
86	Ocho Rios	Great Pond	Phyllis Black	"	460-5137	"	B/Chick	141
87	Ocho Rios	Mansfield	Rinaldo Hines	"	871-7853	hines@mansfield.com	F/Chick	174
88	Ocho Rios	Colgate	Rohan Martin	"	"	"	F/Chick	
89	Ocho Rios	Pimento Walk	Selvin Rose	"	505-3613	"	Fish	177
90	Ocho Rios	Pimento Walk	"	"	"	"	Fish	
91	Ocho Rios	Beecher Town	"	"	"	"	F/Chick	
92	Ocho Rios	Content Gardens	"	"	"	"	F/Chick	
93	Ocho Rios	Mansfield	Ocho Rios	"	"	"	Fish	

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ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
94	Alexandria	St. Dacre	Admiral Lawrence	"	214-2407	"	VEG	180
95	Alexandria	St. Dacre	Deannoy Williams	"	504-7566	"	B/Chick	
96	Alexandria	Lime Tree Gard	Elogen Edwards	"	304-7157	"	Fish	189
97	Alexandria	Alexandria	Georgie Moses	"	304-7566	"	Goat	111
98	Alexandria	Watt Town	Jennifer Straw	"	375-8583	"	F/Chick	162
99	Alexandria	Alexandria	Mr. Bramwell	"	"	"	Goat	
100	Alexandria	Gibraltar	N. Smiley	"	"	"	F/Chick	
101	Alexandria	Linton Park	Raphael Foster	"	446-6974	"	B/Chick	187
102	Alexandria	St. Dacre	Rev. Macfarlane	"	445-5152	"	F/Chick	184
103	Alexandria	Watt Town	Rhona Barrett	"	375-8311	"	Fish	152
104	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
105	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
106	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
107	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
108	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
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113	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
114	Alexandria	Watt Town	Verene Campbell	"	861-0636	"	F/Chick	161
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Based on register 105 + 14 = 119

ST. ANN COMMUNITY DEVELOPMENT COMMITTEES' CONFERENCE: The Governance Framework: "The Pathway to Local Economic Development"
 CONFERENCE REGISTER: COMMUNITY REPRESENTATIVES / November 4, 2013

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DA	Community	Representative	CBO/CDC/DAC	Telephone	Email	Signature	Lunch	TICKET
201	Discovery Bay	Discovery Bay	George Brown	5786879			Goat	114
202	Discovery Bay	Discovery Bay	Lee Aubourin	479-9660	Nea.know...@yahoo-co.uk		B/Chick	191
203	Runaway Bay	Runaway Bay	Angella English				B/Chick	122
204	Runaway Bay	Runaway Bay	Charmaine Brown	369-4818	Charmaine.Brown@discoverybay.com		Fish	192
205	Runaway Bay	Runaway Bay	Errol Stewart	375-2656	LOHETRAMBES-YAR...		Goat	144
206	Runaway Bay	Runaway Bay	Yvette Robinson	466-0519	Delore.Donato@discoverybay.com		B/Chick	201
207	Discovery Bay	Discovery Bay						
208	Runaway Bay	Runaway Bay	Victor Donato	964-4514			B/Chick	196
209	Runaway Bay	Runaway Bay	Angella English	895-0033			B/Chick	122
210	Runaway Bay	Runaway Bay	Charmaine Brown	576-1269			B/Chick	107

SOCIAL DEVELOPMENT COMMISSION
ST. MARY
CDC CONFERENCE 2013
November 07, 2013
St. Mary Anglican Church Hall
"The Governance Framework: The Pathway to Local Economic Development,"

Name	Organization/Community	Positions	E-mail	Telephone
Paul Francis	Anglican Comm. Development	Vice Chairman	Paul.Francis@york.com	376 9660
Robert Rogers	S.D.C.	COO	robert.rogers@york.com	217-2226
Robert Rogers	S.D.C.	PM	robert.rogers@york.com	217-2936
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	422-8519
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	853-8983
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	79 2835
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	66767
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	724 2042
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	454-5899
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	410 7850
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	540-911
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	448-0037
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	577-7968
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	851-0973

SOCIAL DEVELOPMENT COMMISSION
ST. MARY
CDC CONFERENCE 2013
November 07, 2013
St. Mary Anglican Church Hall
"The Governance Framework: The Pathway to Local Economic Development,"

Name	Organization/Community	Positions	E-mail	Telephone
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	422-8519
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	853-8983
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	79 2835
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	66767
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	724 2042
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	454-5899
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	410 7850
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Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	448-0037
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	577-7968
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	851-0973

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Name	Organization/Community	Positions	E-mail	Telephone
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	422-8519
Robert Rogers	St. Mary's Church	President	robert.rogers@york.com	853-8983
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	79 2835
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	66767
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Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	410 7850
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	540-911
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	448-0037
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	577-7968
Robert Rogers	St. Mary's Church	Manager	robert.rogers@york.com	851-0973

SOCIAL DEVELOPMENT COMMISSION

ST. MARY

CDC CONFERENCE 2013

November 07, 2013
St. Mary Anglican Church Hall

"The Governance Framework: The Pathway to Local Economic Development."

Name	Organization/Community	Positions	E-mail	Telephone
Sherett Hinos	Bamban Warte community development Association	Y.P.		891-5354
Tony McInerney HARRISON L. GORDON	Lynette Murray Schmitt Cayle DAC	member Y.P. President	woodworth88@aol.com	282-5486
Monica Omshy	Carole DAC	PRD	572-1851	751-5071
Alasha Hyatt	MCYD	Administahr	fastlaneemilg fastlaneemilg@aol.com	293-7680
John Wilson	Three Hills Charles Town		lonjah@freem.com	402-7536
Shawkins	Delbert Community Club	President	68958354069	
Adrian Wilson	Edin CC	member and speaker	Adrian225-822EmilHills@gmail.com	625-0289
Caroline Burgrave	Boschop Herschts	Y.P.		757-2176
Hester King-Spence	Happy days SC	Member		
ADRIANA CLARK	Walter D. Williams School	PRESIDENT	CLARKADRIANA@comcast.net	876-788-7777
Aldon Campbell	SP	Panel	ALCAMP@bellatl.com	876-2616
GABRIEL GRUB	SP	TRER		
EYON PALMER	Robins Rely CITY OF DAC Assoc	VP	EYONP@cyathro.com	368-4130

SOCIAL DEVELOPMENT COMMISSION

ST. MARY

CDC CONFERENCE 2013

November 07, 2013
St. Mary's Anglican Church, York

St. Mary Anglican Church Hall
"The Governance Framework: The Pathway to Local Economic Development"

Name	Organization/Community	Positions	E-mail	Telephone
Elvis Williams	St. Mary U-H	Parish Care Office	stmaryh@q.az.com	461-7269
Walter Mills	Edith Bost Church of Am.	President		388-7827
Golden Plunkett	Albion Mountain			337-3336
Deanna Grant	Coastal Bay	Treasurer		892-7825
Steve & Young	Seaf Hall	President		418-0438
Janet Hinch	Hampstead Pvc	President		586-0667/38 PFF
Pat Eub	SDC	SAC	paubank@psd.com	739-5801-2
Hester Gordon	RADA			832-0264
Carmen Hoang	Teco	Assistant Minister	Chuong@psd.com	870-3848
Lesley Tracy	ITSA	Canadian Coast Guard Service Manager	lesley@psd.com	879-0977
Doreen Lewis	J.P.S.C.	Canadian Service Agent	lewis@psd.com	842-6109
Jonik Williams	Woodbine Police Youth Club	Member	lotanuk@psd.com	844-1542
Athena Solomon	LHS-UPAIA Association	President		
Sandra Matthews	Dover CDC	Secretary	sandra@psd.com	981-7065
Andres Hest	Dover CDC	VP		417-4848
Kaylan Jarrett	Retreat Youth Club	President		899-1907

SOCIAL DEVELOPMENT COMMISSION

ST. MARY

CDC CONFERENCE 2013

November 07, 2013

"The Governance Framework: The Pathway to Local Economic Development"

Name	Organization/Community	Position	E-mail	Telephone
C. O. Kitcher	SD Board	Chairman		931-2808
Amber Small	Waterford CDC	Executive Director		529-8282
Kathleen J. Isaac	North Lake Area Bus Stop	Chairman		883-9375
Debbie McDonald	Mus. Local Govt.	PRD Comm. Officer	driedonald@mike.gov	688-9265
Keith Thomas	Mus. App. Partnership	Field Assoc.	keiththomas2000@yahoo.com	377-5561
Debbie Jones	Enfield CDC	Chairman	debbiejones@comcast.com	883-7953
Malcolm Brown	Enfield CDC	Chairman		877-7680
Garnette Williams	Enfield CDC	PRD	garnettejones123@yahoo.com	455-8201
Pauline Effe	Enfield CDC	Secretary	effe.pauline@gmail.com	374-5523
Janet Lewis			duke@dukejones.com	435-8057
Heidi S. Clark-Nixon	Hampton	Secretary		471-3109
Royan Smith	Hampton	Quarry Attendant		831-6448
Dia Jones	W. W. Davis	Vice President		470-3316
Victoria Wilson	St. Mary Parish Council	Councillor		821-834
Kathryn Forbes	Woodside CDC			354-8257
Andra O'Brian	Woodside CDC			286-8551



SOCIAL DEVELOPMENT COMMISSION

ST. MARY
CDC CONFERENCE 2013
November 07, 2013

St. Mary Anglican Church Hall

"The Governance Framework: The Pathway to Local Economic Development,"

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Name	Organization/Community	Positions	E-mail	Telephone
Andrew Williams	St. Mary's - GPC	Deputy Secretary	W-andrew@stmarys.org	350-8740
Doreen Hickey	St. Mary's PBC	Administration	doreen@stmarys.org	350-8000
Deon Myles	St. Mary's Parish Council			584-8388
Chris Thomas	IPS	Community Relations Officer	chris@ips6.com	608-87751
Kayla Williams	Frederick		kayla.williams@stmarys.org	504-1038
Tina Lewis	Three Hills Farmers	member		419-2166
Jacqueline Nelson	Deery Police Youth Club			465-5224
Robbie Ross	Red Bank Police Station	President	rob@stmarys.org	476-1522
Linda Hudson	St. Mary's - GPC			480-2073
Janice Nelson	E. P.S.A	Spot Coordinator	jan@stmarys.org	296-6592
Donna Thomas	St. Mary's Home Group	Member		574-1461
Karen Davis	Episcopal - GPC	President	Karen@stmarys.org	622-3004
Paul H. Galt	JCF	CSB, SL, MFG	csb@stmarys.org	297-2710
Donna Miller	JCF		csb@stmarys.org	431-0569
Chadwick	JCF			509-4756

SOCIAL DEVELOPMENT COMMISSION				
ST. MARY CDC CONFERENCE 2013 November 07, 2013 St. Mary Anglican Church Hall				
"The Governance Framework: The Pathway to Local Economic Development,"				
Name	Organization/Community	Positions	E-mail	Telephone
Mervin Mallett	W. Water C. Coalition	Member		592-4229
Matthew Lewin	DOVER C.D.C.	President		372-7567
Johnnie Lewis	Hopewell Junior High	President	Johnnie.Lewis@hopewell.k12.ga.us	468-0047
C. Margaret	Hopewell Families	Member		428-0538
Harvey Mallett	Dorchester County Council	Member		248-0490
Keinford Kenneth	Southern Town Council	Member		566-8271
James Patterson	W. Water C.	President		975-1632
James Patterson	Southwest	President		
Dottie Brown	Southwest	C. Member		
John Messinger	Southwest	C. President		
Nina James	St. Mary 4-H Club	Secretary	Stmarys4hclub@yahoo.com	860-5010
Keith Johnson	Thurs. H.B. Fellowship	President	Keithjohnson@yahoo.com	827-7316
Kyle Clarke	"	Off.		759-5591
Gloria East	"	Member		899-5597
Verna Davis	"	Member		919-
Verna Davis	"	Member		

SOCIAL DEVELOPMENT COMMISSION				
ST. MARY CDC CONFERENCE 2013 November 07, 2013 St. Mary Anglican Church Hall				
"The Governance Framework: The Pathway to Local Economic Development,"				
Name	Organization/Community	Positions	E-mail	Telephone
Nelma Night	Parson's Housing	President		418-2597
Stacyann Doulay	Jamaica Land League			446-7351
Shirley Patterson	Ministry of Labour, Social Security	IT 1	doanym.patterson	29-9383
Keyla Gibbs	"	NIS Inspector	nelma.night@yahoo	887 9180
Archie Grant	X-Three Hill Farmer	CEO		899-2592
Halpin Clark	"	member		294
Samantha Forbes	"	Secretary	Samson.Hue.forbes@yahoo	864 8450
Winston Wilsoff	"	member		"
Lindsey Parnall	Police Youth Club	Chairman	Patrice.louis@shyma	451 9839
Hyacinth Anglin	Barbados Citizens Association	President	indya.singh@gmail.com	446-7989
Ava-Dawn Roberts	Santa Anna United Parish Soc	Member	avathorne@yahoo.com	312-2316
Michael Bennett	St. Andrew			420-5745
Lorna Snackleton	Frontier R.A.D.			785-0581
Ian Margie				489-2421
Margaria Hobbs				483-3550

Kingston & St. Andrew Parish Conference

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Cheryl Brown	East View	385-9929	CHERYL@EASTVIEW-PA.COM
2.	V. Ashli Williams	Highlight View	468-2901	
3.	Jessie Mason	CDC	416-911	
4.	Maria Perkins	STC	897-2334	
5.	Kelcie Bryan Campbell	Banister Park CDC	897-5937	Kelcie.Bryan.Campbell@gmail.com
6.	Carissa Bufford	Santa Hill Community Center	828-4603	bufford.carissa@yahoo.com
7.	Andrea Graham	STC	416-6440	andragraham@yahoo.com
8.	Natasha Joy-McCabe	St. Mary's Park CDC	866-3623	natashajoy@yahoo.com
9.	Brith Campbell	Manley Meadows	410-1751	
10.	Melissa Leland	Cornville Gardens	933-6481	
11.	Jessie Rivers	Rosewood Park LA	463-7896	
12.	William Pittman	Rock Hill CDC	299-7651	
13.	Clifford Brown	Academy Community Center	416-6440	
14.	Angie Knight	West Hill CDC	585-5789	
15.	John Jackson	Banister Hill CDC	542-6682	

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Sierra Thompson	CDC 413	366-1801	Tsierra1@yahoo.com
2.	Cheryl Ward	Banister PK CDC	866-0314	
3.	Shanika-Rose Brissett	Banister PK CDC	429-1553	ShanikaRose@icloud.com
4.	Caroline Dymally	Banister PK CDC	978-777-7777	caroline.dymally@yahoo.com
5.	Roberta Williams	Banister PK CDC	374-3402	
6.	Nadia Sanchez	Whitehall CDC	840-1582	
7.	Donnell Selmon	White Hall - PDAC	450-2454	dmselmon@yahoo.com
8.	Carol Shirley	Franklin Gordon	33-5249	carolshirley@yahoo.com
9.	Alaine M. Lee	Woodford Farm Group	478-7772	
10.	Nelson Clarke	Red Hills Park	488-1797	
11.	Yolanda Fagan	Greenwood Community Center	828-7828	yofagan2010@yahoo.com
12.	Robert Griffin	Franklin Hill CDC	278-7717	griffin.robert@yahoo.com
13.	Robert Foster	"	608-0909	robertfoster@yahoo.com
14.	Richard Lumsden	PIOT	935-5148	rlumsden@piot.gov.jm
15.	Anthony Williams	MRR		

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	James Campbell	NABO PC	504-0891	hopedc@gmail.com
2.	Veronica Taylor	Angels & Angels Association	364-0052	veronica.taylor@yahoo.com
3.	James Johnson	CDC - Dubuque Jr	423-4660	johndmcc@yahoo.com
4.	Donal Uquhart	Harbor View C/PAC	588-9783	donalquhart@yahoo.com
5.	Shanika Stewart	Ferry CDC	682-3932	ShanikaStewart@yahoo.com
6.	Maria Grace James	Woodford Farm Group	377-9432	
7.	Robert Taylor	Greenfield Farm CDC	377-4299	roberttaylor@yahoo.com
8.	Norman Brown	Greenfield Farm CDC	468-2500	
9.	Norman Brown	Holbrook Heights	428-2824	
10.	Michael Brown	Construction CDC	977-2777	
11.	Michael Brown	West Hill CDC	876-2088	
12.	Adrian Watson	Seaside Gardens CDC	880-9169	adrianwatson@gmail.com
13.	Adrian Watson	Seaside Gardens CDC	403-5013	
14.	Theresa Stoney	Seaside Gardens CDC	385-6472	theresa.stoney@gmail.com
15.	Camille Bostley	Caribbean Healthcare Alliance	499-9999	camille@caribbeanalliance.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Deborah Ducas	Harbor View	578-0345	dducas@8500up.com
2.	Deborah Hill	Harbor View	570-0512	deborahhill@yahoo.com
3.	Deborah Hill	Harbor View	864-9220	
4.	Deborah Hill	Norfolk View	408-9465	ssshorn@gmail.com
5.	Angela Freeman	Caribbean CDC	421-5253	angela.freeman@yahoo.com
6.	Juliet Chang	Lawrence Terrace	362-6501	
7.	Alvin Williams	STC	445-4784	Alvin.Williams@yahoo.com
8.	Michael Smith	Manley Meadows	260-7880	MichaelSmith@yahoo.com
9.	Veronica Brown	Manley Meadows	723-8440	veronica.brown@yahoo.com
10.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com
11.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com
12.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com
13.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com
14.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com
15.	Angela Freeman	Manley Meadows	723-8440	angela.freeman@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	INIC Wilson	CONTENT RHP CDC	9555774	WILSON.AB@yaho.com
2.	DOMINGO GREGG	" "	8032831	
3.	Alton Morgan	National Autism CDC	888-0400	morgant--@hotmail.com
4.	Scalpie Lewis Kortia Smith	National Safe C.D.C. New Haven/Kinshasa	336-8651	helen@new.haven.com
5.	Samuel Williams	Kenneth George Green Ass.	4687780	1756101000@yaho.com
6.	Bladys Apicombe	Brandenburg New Council	3796557	
7.	Margaret Houghton	Delaware Pan CDC	561-6313	
8.	Michael Roberts	Delaware Pan CDC	800-8479	roberts.michael@yahoo.com
9.	Travis Garrison-Jacobs	Severett Jacobs CDC	248-1268	travisjacobs@yahoo.com
10.	Leah Stewart	Hopkinton	651-1655	leahstewart@yahoo.com
11.	Georgette Grant	Hopkinton	861-6487	georgettegrant@yahoo.com
12.	Nelson Anderson	MLSS	555-5250	nelsonanderson@yahoo.com
13.	Adel A. Kiyah	Yonkers Pan CDC	84-2144	
14.	Artoria Blackwood	Rockport C.D.C.	433-7678	helpinghands27@earthlink.net

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Boris Murray	Braxton Hill CDC	5654467	
2.	Josephine Hamilton	Mt. James C.D.C.	3546265	
3.	Atticus Hamilton	" "	" "	
4.	Deborah Williams	" "	" "	
5.	Nicholas Campbell	Harsham CDC	588-7948	
6.	Deborah Williams	Harsham CDC	486-7412	claytonc@yahoo.com
7.	Unice Delaparte	C.S.P.	9780572	Unice@yahoo.com
8.	John Cech	Ken Scott/Ken Scott	3526785	
9.	Chisana Greenfield	Majesty Garden CDC	551-9270	chisana.greenfield@yahoo.com
10.	Harold Basame	Empire	862-0440	harp-basame@yahoo.com
11.	Marlene Murray	City of Rochester	287-6307	
12.	Shirley Hurrell	IN Business Inc.	779-5605	hurrellshirley@yahoo.com
13.	John Cech	M.C.S.S.	354-5713	johncech@yahoo.com
14.	GARY Clarke	Chesapeake CDC	4125260	gary.clarke@yahoo.com
15.	Samuel Buchanan	R.D.C.	3152478	rwilket@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Myra Newman	Drexford	4129-8116	
2.	Robert Williams	C.A.V.D.E.	238-1851	robertwilliams@gmail.com
3.	Charles Williams	C.D.C.	844-0296	
4.	Howard Brown	C.D.C. of B.S.	4959220	
5.	Anton Moore	NIA		
6.	Lois Miller	NIA		
7.	Ruel Clementson	Dallas C.T. Ass.	430-1816	
8.	Wayne Bentley	Texas Garden CDC	872-3824	bentleywayne@yahoo.com
9.	Charles			
10.	Shirley Martin	Mandela Terrace	844-8281	
11.	Christina Thompson	Mandela Terrace		
12.	Marvette Brown	Whitehall	414-9735	marvettewalk@yahoo.com
13.	Anton Grant	Immune Regulation / Smith	601-5653	
14.	Anton Grant	National Telehealth Ass.	7159139	antongrant@yahoo.com
15.	Hanna Fagelstein	Moss Dale City Ass.	449-3832	hanna.fagelstein@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	YANK James	RAE Town	2040915	
2.	Colleen Calka	White Hall CDC	689-1265	ColleenCalka@yahoo.com
3.	Matty Green	The Ultimate Barbie Family	840-0369	mattygreen2@yahoo.com
4.	Derrick Blair	" "	437-7681	derrickblair394@yahoo.com
5.	GLENN BROWN	Papier Development Ass. Com.	844-7206	glennbrown@yahoo.com
6.	Harold Hayes	Mt. View Co.	6327602/513975	
7.	Tanya Grant	Henderson Citizens Assoc.	3873315-3287600	granttanya@gmail.com
8.	Robert Jacob	Richmond A. City Ass.	843-7131	robertjacob@yahoo.com
9.	Robert H.C. Hill	M.C.C.D.	754-09929	roberthill@yahoo.com
10.	SHIRLEY CONSTANCE	WATERHOUSE CDC	957-5338	shirleyconstance@yahoo.com
11.	Charles Brown	Greenwood Ass. C.D.C.	508-6324	charlesbrown@yahoo.com
12.	Donald Vane-Matthews	Greenwood Ass. C.D.C.	412-3001	donaldvane-matthews@yahoo.com
13.	Donald Vane-Matthews	Greenwood Ass. C.D.C.	412-3001	donaldvane-matthews@yahoo.com
14.	Avon Brown	S.D.C.	247-2957	avonbrown@yahoo.com
15.	Alvin Morris	S.D.C.	247-1218	thompsonalvin@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Algonz Thompson	CRABED	892-5261	Ked0.Ksa@gmail.com
2.	Asanya Plummer	AHT CDC	934-6112	plummerasanya@yahoo.com
3.	Nickasha Wilson	White Hall	509-9450	
4.	Edith Jones	Hart CDC	894-9544	edithjones430@hotmail.com
5.	Salma Sponing	Ferry CDC	385-1634	salma.sponing@yahoo.com
6.	Pauline Perry JP	Danham Town Cdc		paulineperry@yahoo.com
7.	Orshyn Stephens	Danham Town Cdc	951-4157	
8.	O'Shane Ivory	Immaculate Youth Group	363-7572	Epshtianist@yahoo.com
9.	Brian Aghart	Hudson Hwy CDC	579-834	brian.ayghart@yahoo.com
10.	Andrew Foster	Hudson Heights CDC	275-2220	
11.	Dave Bonalton	Mt. Carmel CDC	866-4485	
12.	Karlene Connick	Klatskanie CDC	363-3409	
13.	Claudette Ullrich	St. Peter's JHS	428-0924	
14.	Yvonne Quigley	Yvonne Quigley	424-4222	yvonnequigley@yahoo.com
15.	Pauline Johnson	Danham Town Cdc	3051614	

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Samuelina Thompson	TLC CDC	770-1047	J.Fargo@yahoo.com
2.	Marlene Brown	Mount Friendship	354-3479	
3.	Tessie Dalmage	Mt. Carmel CDC	952-7724	
4.	Alphon Moore	Red Hills PD #1 Hudson	533-6735	
5.	Patricia Robinson	Bonview Organization	764-3073	PatriciaRobinson@yahoo.com
6.	Daniel Howard-Brown	Covington 4 Moderns	275-9354	901yhw1@yahoo.com
7.	Daniela Fortelle	Midway Park L.P.C.	366-7830	fortelle.daniela@yahoo.com
8.	Doreen McNamee	USAC-COMET	549-6811	Doreen.McNamee@comet-ni.org
9.	Sharon Gavin	USAC-COMET	512-3047	sharon.gavin@comet-ni.org
10.	Kenetha Taylor	Half Way Tree CDC	355-1741	Kenetha-Taylor@yahoo.com
11.	S. Taylor	St. Peter's CDC	281-3877	adamstaylor@yahoo.com
12.	Marvin Hilkent	COHAC Lagrange G.P.S.	363-8065	
13.	Pauline Allen	St. Peter's CDC	272-3436	
14.	Matthew Hunter	Yorkville Club	454-1105	
15.	Elaine McNamee	Midway Park Club	435-8446	
16.	Elaine McNamee	Red Hills JHS CDC	925/69-4515	

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Hortense Samuels	Havenside/Meadowdale	882-9768	N/A
2.	Opal A. Davis		566-3737	opal69@hotmail.com
3.	Moscone Simpson	Greenwood Town Cdc	989-3386	
4.	Doreen O'Connor	M.P. CDC	388-084	doreen.oconnor@gmail.com
5.	Regina Wainwright	Wainwright CDC	464-6165	irishdoreenwainwright@yahoo.com
6.	Gloria Brown	J.B.C.	881-4446	gloria@jbc.net
7.	Twinkle Harrison	CDC	273-4726	
8.	Jay Davis	CDC - E.W.T.Z.B.	372-2734	
9.	Marlene Bark	Delaware Park	412-1795	delawarepark@yahoo.com
10.	Agnes Thompson	Red Hills CDC	561-5078	agnes.thompson@yahoo.com
11.	Robert Taylor	Red Hills CDC	488-6474	gladys1980@gmail.com
12.	Pauline Wilson	Red Hills CDC	834-2626	
13.	Doreen O'Connor	Greenwood Town Cdc	989-3386	
14.	Elaine McNamee	Greenwood Town Cdc	943-5184	
15.	Pauline Johnson	Greenwood Town Cdc	241-1343	Pauline.Johnson@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/ COMMUNITY	CONTACT #	EMAIL
1.	Sharon Grant-Dyer	Manassas Hill/Stony Hill	881-3867	sharongrant@yahoo.com
2.	Doreen Newell	Greenwood Town Cdc	787-7459	newell.doreen@yahoo.com
3.	Christine Phillips		352-7904	
4.	Sharon Grant	USAC-COMET 2	322-1387	sharon.grant@comet-ni.org
5.	Alce Taylor	Red Hills CDC	577-7612	alce.taylor@yahoo.com
6.	Keith Taylor	Red Hills CDC	312-2204	keith.taylor@yahoo.com
7.	Doreen O'Connor	Greenwood Town Cdc	989-3386	doreen.oconnor@yahoo.com
8.	Pauline Johnson	Greenwood Town Cdc	943-5184	
9.	Pauline Johnson	Greenwood Town Cdc	584-8506	9.4.2014@yahoo.com
10.	Pauline Johnson	Red Hills CDC	448-4078	
11.	Cathy Robinson	Red Hills CDC	581-3082	CathyRobinson@yahoo.com
12.	Angela Clark	Red Hills CDC	481-5987	AngelaClark@yahoo.com
13.	Patricia Clark	Greenwood Town Cdc	943-5184	patricia.clark@yahoo.com
14.	Richard Hunter	Greenwood Town Cdc	716-4253	richard.hunter@yahoo.com
15.	Patricia Clark	Greenwood Town Cdc	943-5184	Patricia.Clark@yahoo.com

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/COMMUNITY	CONTACT #	EMAIL
1.	Beauty/Dalton Valley	Beauty Hill CDC	452-1192	
2.	Alan Smith	USAID	279-8065	alan.smith@usaid.gov
3.	Nichole Graber	USAID	470-3228	ngrab@usaid.gov
4.	Marcia Smith/Kass	Louisiana Tobacco C.D.C	661-917442	Fullsmith_tob@agribus.com
5.	Michael Schaefer	U.S. - I.S.	457-9998	
6.	Dea Wilson	M.G. CDC	520-8057	Dawilson@614.com
7.	J. Lopez	KSA CDC	423-2032	JLopez
8.	Georgina Thompson	South Penn	8166779	
9.	Georgina Richards	North York County Council (NYCC)	845-1031/531-6829	georgina.richards@nycc.com
10.	Charmaine McLeod	Strong Institute of America	360-0900	
11.	Thelma Smith	SK / Billed SK	787-880-3	thelma.smith@sk.com
12.	Judith Estick	Winchester Town CDC	861-1781	judith.estick@gmail.com
13.	Phil Johnson	RDC	469-9904	philjohnson@rdc.com
14.	Rebecca Coleman	Reynolds CDC	832-7309	Rebecca.Coleman@reynolds.com
15.	Veronica Adams	Triumph Unity	364-8874	

KSA CDC Conference VENUE: St. Andrew Parish Church Hall DATE: February 27, 2014				
No.	NAME	ORGANIZATION/COMMUNITY	CONTACT #	EMAIL
1.	Shervene Pihon	Drives Land	454-1150	
2.	Shervene Pihon	RAYDE	404-7282	shervene1990@hotmail.com
3.	Corneil Hays	Mail Road C.A.	990-6431	
4.	Dea Williams Cover	Delaware Pen CDC	894-6017	coverlito@hotmail.com
5.	Shanice Lewis	Mandela Terrace C.D.C.	580-9715	
6.	Samira Sabouni	Samir C.D.C.	575-0268	
7.	Samira Sabouni	Potato C.D.C.	367-7177	shervene1990@hotmail.com
8.	Wendy McLaughlin	Devote Garden C.D.C.	467-4377	wmcLaughlin@yahoo.com
9.	Paula Heston	Morris Hill	425-1337	paulaheston@yahoo.com
10.	Robert Harrison	Morris Hill	425-0381	robert.harrison@morris.com
11.	Douglas Heston	Bayview CDC	5296361	
12.	Ralph Heston	Ken Cot CDC	894-0327	
13.	Ralph Heston	Ken Cot CDC	894-0327	
14.	Barry Edwards	Carroll's Youth	829-6510	
15.	Veronica Adams	Mandeville Estate Litigation Association	563-8587	veronicaadams@gmail.com

Appendix 6 – Agency Heads Roundtable Registers & Programme





Anti-Corruption Agency Heads' Round-table
Saturday, February 15, 2014 – The Courtleigh Hotel, New Kingston

NAME	ORGANIZATION	SIGNATURE
Mrs. Davia Blackwood Nelson	Jamaica Customs Department	
Mr. Maurice Barrett	Office of the Contractor General	
Mr. Cyril Mason	Auditor General's Department	
Ms. Kathy Lalazarian	World Bank	
Ms. Mariel Fiat	Inter-American Development Bank	



Anti-Corruption Agency Heads' Round-table
Saturday, February 15, 2014 – The Courtleigh Hotel, New Kingston

NAME	ORGANIZATION	SIGNATURE
Ms. Paula Llewellyn	Director of Public Prosecutions	
A.C.P. G.E. Taylor	M.O.C.A.	
Mr. Ainsley Powell	Tax Administration Jamaica	
Ms. Janice Holness	Financial Services Commission	
Ms. Denise Herbol	USAID	
Dr. Daniel Arghiros	UK DFID	
Mr. Jesus Orus Baguena	EU Delegation	
Mr. Allan Bernard	USAID	



Anti-Corruption Agency Heads' Round-table
Saturday, February 15, 2014 – The Courtleigh Hotel, New Kingston

REGISTER

NAME	ORGANIZATION	SIGNATURE
Hon. Peter Bunting M.P	Minister of National Security	
Prof. Anthony Harriott	National Integrity Action	
Prof. Trevor Munroe	National Integrity Action	
Justice F.A. Smith	Corruption Prevention Commission	
Justice Paul Harrison	Parliamentary Integrity Commission	
Major Richard Reese	Jamaica Customs Department	
Mr. Justin Felice	Financial Investigations Division	
Major Johanna Lewin	Revenue Protection Division	

Appendix 7 – Registers from the Advocacy Training Seminar

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Mr. Jason Alliman			
Mrs. Paula-Rosanne Archer-Hall			
Miss Annette Austin			
Miss Cadeen Barnett			
Mr. Joel Brown			
Miss Sanchia-Gay Burrell			

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Mrs. Kimberly Dell-Williams			
Miss Melony Domville			
Mr. Adley Duncan			
Miss Natalie Ebanks Miller			
Miss Yanique Gardener			
Miss Kerr-Ann Gillies			

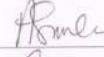
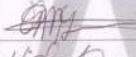
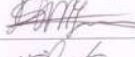
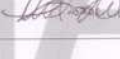
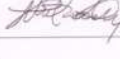
Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Miss Kamar Henry			
Miss Patrice Hickson			
Miss Maxine Jackson			
Mrs. Tracey-Ann Johnson			
Mrs. Christine Johnson Spence			
Miss Keri-Ann Kemble			

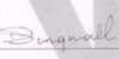
Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Mrs. Andrea Martin-Swaby			
Mr. David McLennon			
Mrs. Sharon Millwood-Moore			
Mr. Leighton Morris			
Miss Kathy Pike			
Miss Keisha Prince			

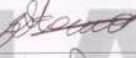
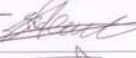
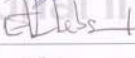
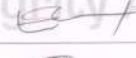
Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Mrs. Tracy-Ann Robinson			
Miss Michele Salmon			
Mrs. Denise Samuels-Dingwall			
Mrs. Karen Seymour-Johnson			
Miss Melissa Simms			
Miss Sasha-Marie Smith			

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Mr. Gavin Stewart			
Mr. Jeremy Taylor			
Miss Sophia Thomas			
Miss Claudette Thompson			
Mr. Everaldo Webster			
Mrs. Suzette Whittingham-Maxwell			

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
The Hon. Mr. Justice Ian Forte	<i>Ian Forte</i>	<i>Ian Forte</i>	<i>Ian Forte</i>
The Hon. Mr. Justice Karl Harrison C.D	<i>Karl Harrison</i>	<i>Karl Harrison</i>	<i>Karl Harrison</i>
The Hon. Mr. Justice F.A. Smith C.D	<i>F.A. Smith</i>	<i>F.A. Smith</i>	<i>F.A. Smith</i>
The Hon. Ms. Justice Marva McIntosh	<i>Marva McIntosh</i>	<i>Marva McIntosh</i>	<i>Marva McIntosh</i>
The Hon. Mrs. Justice Paulette Williams	<i>Paulette Williams</i>	<i>Paulette Williams</i>	<i>Paulette Williams</i>
The Hon. Mr. Justice Lloyd Hibbert	<i>Lloyd Hibbert</i>	<i>Lloyd Hibbert</i>	<i>Lloyd Hibbert</i>
The Hon. Mr. Justice David Fraser	<i>David Fraser</i>	<i>David Fraser</i>	<i>David Fraser</i>

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
The Hon. Mrs. Justice Marva McDonald-Bishop	<i>Marva McDonald-Bishop</i>	<i>Marva McDonald-Bishop</i>	<i>Marva McDonald-Bishop</i>
The Hon. Mr. Justice Evan Brown	<i>Evan Brown</i>	<i>Evan Brown</i>	<i>Evan Brown</i>
Professor Trevor Munroe	<i>Trevor Munroe</i>	<i>Trevor Munroe</i>	<i>Trevor Munroe</i>
Miss Paula Llewellyn C.D, Q.C	<i>Paula Llewellyn</i>	<i>Paula Llewellyn</i>	<i>Paula Llewellyn</i>
Mr. Norman Davis	<i>Norman Davis</i>	<i>Norman Davis</i>	<i>Norman Davis</i>
Mr. Robert Fletcher	<i>Robert Fletcher</i>	<i>Robert Fletcher</i>	<i>Robert Fletcher</i>
Mrs. Carol Palmer	<i>Carol Palmer</i>	<i>Carol Palmer</i>	<i>Carol Palmer</i>

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
Miss Jeanette Vail	<i>Jeanette P. Vail</i>	—	—
Mr. Allan Bernard	<i>AB</i>	<i>AB</i>	<i>AB</i>
Miss Loy Taylor	<i>Loy Taylor</i>	<i>Loy Taylor</i>	<i>Loy Taylor</i>
Miss Jamie Ann Chevannes	—	<i>J. Chevannes</i>	<i>J. Chevannes</i>
Mr. Marlon Moore	<i>M. Moore</i>	<i>M. Moore</i>	<i>M. Moore</i>
Miss Kelly-Ann Chen	<i>K Chen</i>	<i>K Chen</i>	
<i>Shanta-kaya</i> Miss Shanta-Kay Edwards	<i>Shanta-Kay Edwards</i>	<i>Shanta-Kay Edwards</i>	

Prosecutors' Training Seminar: Strengthening the Advocacy Toolkit
Sunset Jamaica Grande | Ocho Rios, St. Ann

REGISTER

NAMES	Friday March 14, 2014	Saturday March 15, 2014	Sunday March 16, 2014
<i>Syleen O'Grady</i> Miss Syleen O'Grady	<i>S. O'Grady</i>	<i>S. O'Grady</i>	
Miss Kathryn Williams	<i>K.A. Williams</i>	<i>K.A. Williams</i>	<i>K.A. Williams</i>
Rhodes Byfield	<i>R. Byfield</i>	<i>R. Byfield</i>	<i>R. Byfield</i>

Appendix 8 – Governance Society Forum Flyer

The Guild of Students' Social Science Committee and
UWI Governance Society presents a forum on:

**“Combating Corruption
in the 21st Century”**

Our Speaker
will be:

Dirk Harrison
Contractor-General
of Jamaica



Our
Panelists include:

Trevor Munroe
NIA Representative

Obryan Leighton
Governance Society Representative

Terron Dewar
Guild Representative

Hosted by:
ROGER BENT

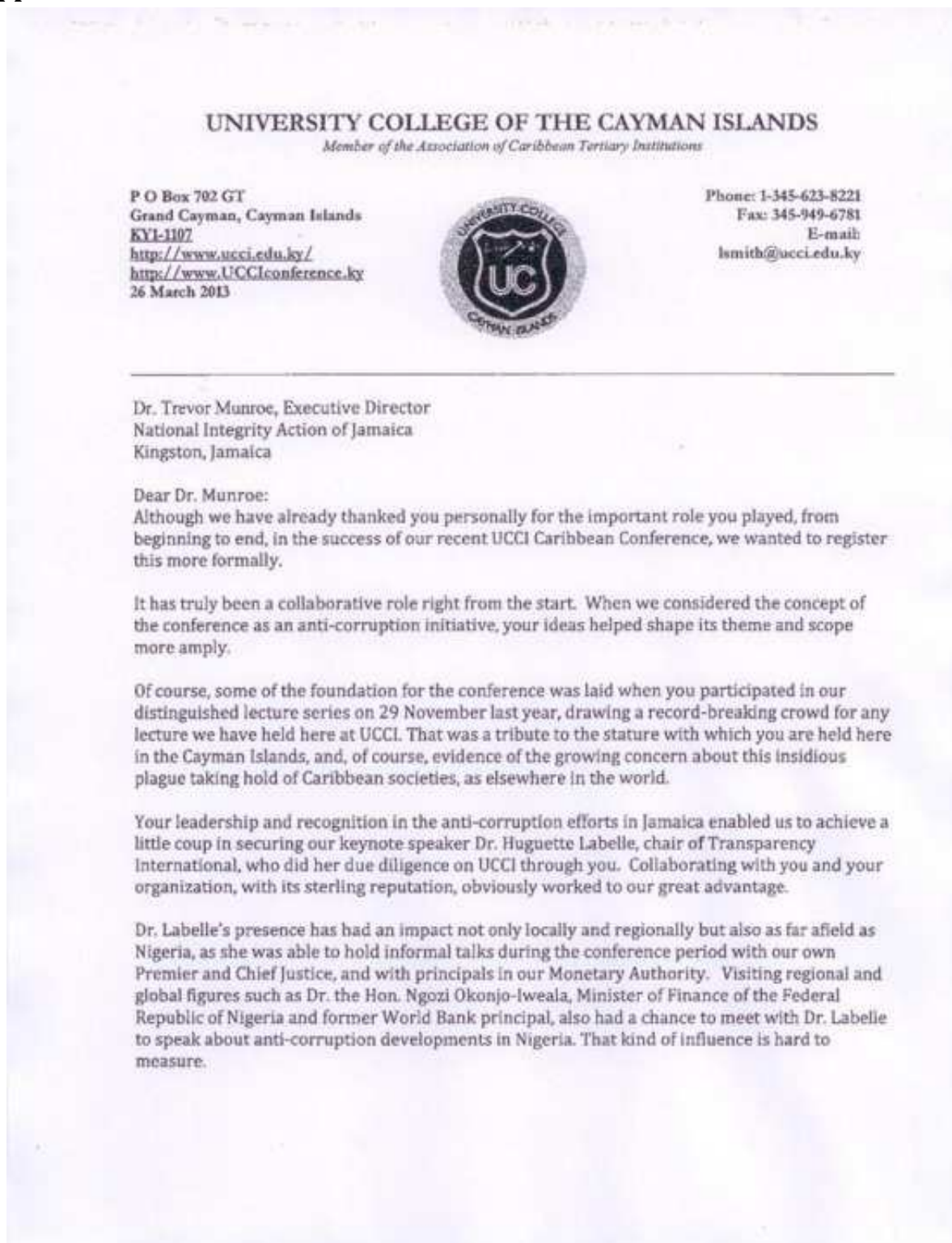
Location: Undercroft
Date: Wednesday, February 26, 2014
Time: 3:00 p.m

 @IRepGovernance @FSSConnect

 UWI Mona Governance Society Social Sciences Connection

Come and participate in the
insightful discussion.
Refreshments will
be served.

Appendix 9 – Commendation from the UCCI Conference Chair



UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS

Member of the Association of Caribbean Tertiary Institutions

Thank you also for so ably chairing the formal opening ceremony, credentialing our conference with your unrivaled imprimatur.

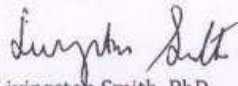
Adding to what you brought to our conference, thank you for participating directly, sitting on a panel of regional anti-corruption NGOs and transparency institutes. Your knowledge and practical experience will no doubt prove useful to those attendees interested in establishing similar anti-corruption agencies regionally. Notably, Dr. Labelle also presented during this session, as well as serving as keynote speaker.

Finally, thank you for spearheading the development of our conference declaration. I confess that I had some anxieties as to the practicality of achieving this given our small faculty here. But you pulled it off, working cohesively with available resources, and at the end of the conference you were able to present our declaration for delegates to take home.

Of course, as the adage goes, the whole is more than the sum of its parts, and the Munroe stamp of approval imbued our conference, truly making it for us a landmark occasion.

On behalf of all our faculty and staff here at UCCI, thank you!

Best regards,



Livingston Smith, PhD
Conference Chair
Chair of the Faculty of Social Sciences
Director of Research and Publications

Appendix 10 – 3rd Annual Resident Magistrates' Training Seminar Registers



3rd Annual Resident Magistrates' Training Seminar on Corruption Jewel Runaway Bldg. St. Ann

REGISTER



NO.	NAMES		Title	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
1	Her Hon. Miss Desiree	Alleyne	Senior Resident Magistrate	<i>DA Alleyne</i>	<i>DA Alleyne</i>	<i>DA Alleyne</i>
2	Her Hon. Miss Jennes	Anderson	(Actg.) Senior Resident Magistrate	<i>JA Anderson</i>	<i>JA Anderson</i>	<i>JA Anderson</i>
3	Her Hon. Miss Lyle <i>Lyle</i>	Armstrong	Senior Resident Magistrate	<i>LA Armstrong</i>	<i>LA Armstrong</i>	<i>LA Armstrong</i>
4	Her Hon. Miss Sheron	Barnes	Resident Magistrate	<i>SB Barnes</i>	<i>SB Barnes</i>	<i>SB Barnes</i>
5	Her Hon. Miss Natalie	Brooks	Resident Magistrate	<i>NB Brooks</i>	<i>NB Brooks</i>	<i>NB Brooks</i>
6	Her Hon. Mrs. Sonia	Bertram Linton	(Actg.) Master-in-Chambers	<i>SL Bertram Linton</i>	<i>SL Bertram Linton</i>	<i>SL Bertram Linton</i>
7	His Hon. Mr. William	Campbell	Resident Magistrate			
8	His Hon. Mr. Chester	Crooks	Resident Magistrate		<i>CC Crooks</i>	<i>CC Crooks</i>
9	Her Hon. Miss Maxine	Ellis	Resident Magistrate	<i>ME Ellis</i>	<i>ME Ellis</i>	<i>ME Ellis</i>
10	Her Hon. Mrs. Andrea	English-Myers	Resident Magistrate	<i>AM English-Myers</i>	<i>AM English-Myers</i>	<i>AM English-Myers</i>

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3rd Annual Resident Magistrates' Training Seminar on Corruption Jewel Runaway Bldg. St. Ann

REGISTER



NO.	NAMES		Title	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
11	His Hon. Mr. Vaughn	Facey	Resident Magistrate		<i>VF Facey</i>	<i>VF Facey</i>
12	Her Hon. Miss Dahlia	Findlay	Resident Magistrate	<i>DF Findlay</i>	<i>DF Findlay</i>	<i>DF Findlay</i>
13	Her Hon. Mrs. Georgiana	Fraser	Senior Resident Magistrate	<i>GF Fraser</i>	<i>GF Fraser</i>	<i>GF Fraser</i>
14	Her Hon. Mrs. Dionne	Gallimore-Rose	(Actg.) Senior Resident Magistrate	<i>DR Gallimore-Rose</i>	<i>DR Gallimore-Rose</i>	<i>DR Gallimore-Rose</i>
15	Her Hon. Miss Kaysha	Grant	Resident Magistrate	<i>KG Grant</i>	<i>KG Grant</i>	<i>KG Grant</i>
16	Her Hon. Miss Winsome	Henry	Resident Magistrate	<i>WH Henry</i>	<i>WH Henry</i>	<i>WH Henry</i>
17	Her Hon. Mrs. Grace	Henry-McKenzie	Resident Magistrate	<i>GM Henry-McKenzie</i>	<i>GM Henry-McKenzie</i>	<i>GM Henry-McKenzie</i>
18	Her Hon. Miss Ruth	Lawrence	Resident Magistrate	<i>RL Lawrence</i>	<i>RL Lawrence</i>	<i>RL Lawrence</i>
19	Her Hon. Mrs. Andrea <i>Andrew-Maria</i>	Lawrence-Grainger	Resident Magistrate	<i>AG Lawrence-Grainger</i>	<i>AG Lawrence-Grainger</i>	<i>AG Lawrence-Grainger</i>

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3rd Annual Resident Magistrates' Training Seminar on Corruption
Jewel, Puntanag Bay, St. John



REGISTER

NO.	NAMES		Title	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
20	Her Hon. Miss Marjorie	Moyston	Senior Resident Magistrate			
21	Her Hon. Miss Anne-Marie	Nembhard	(Actg.) Senior Resident Magistrate			
22	His Hon. Mr. Dale	Palmer	(Actg.) Senior Resident Magistrate			
23	Her Hon. Miss Winsome	Pennicooke	Resident Magistrate			
24	His Hon. Mr. Charles	Pennycooke	Resident Magistrate			
25	Her Hon. Mrs. Andrea	Pettigrew-Collins	Senior Resident Magistrate			
26	Her Hon. Mrs. Pansy	Primo-Griffith	Resident Magistrate			
27	Her Hon. Miss Judith	Pusey	Senior Resident Magistrate			
28	Her Hon. Mrs. Icolin	Reid	Resident Magistrate			
29	Her Hon. Mrs. Sherna	Reid-Crosse	Resident Magistrate			

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3rd Annual Resident Magistrates' Training Seminar on Corruption
Jewel, Puntanag Bay, St. John



REGISTER

NO.	NAMES		Title	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
30	Her Hon. Mrs. Lorna	Shelly-Williams	Resident Magistrate			
31	Her Hon. Miss Opal	Smith	Resident Magistrate			
32	His Hon. Mr. Vaughn	Smith	Resident Magistrate			
33	His Hon. Mr. Dale	Staple	Resident Magistrate			
34	Her Hon. Miss Calys	Wiltshire	(Actg.) Senior Resident Magistrate			
35	Her Hon. Mrs. Yvette	Wentworth-Miller	Resident Magistrate			
36	Her Hon. Mrs. Sandra	Wong-Small	(Actg.) Senior Resident Magistrate			
37						
38						

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3rd Annual Resident Magistrates' Training Seminar on Corruption
Jewel Runaway Bog, St. Ann

REGISTER



NO.	NAMES		Title	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
1	Mrs. Justice Zaila	McCalla	Chief Justice			
2	Professor Trevor	Munroe	Executive Director NIA			
3	Mr. Justice Patrick	Brooks	Judge of the Court of Appeal			
4	Mr. Justice Bryan	Sykes	Supreme Court Judge			
5	Mr. Justice Leighton	Pusey	Supreme Court Judge			
6	ACP Selvin	Hay	Head of JCF Anti- Corruption Branch			
7	Dr. Shazeeda	Ali	Lecturer, Faculty of Law, UWI Mona			
8	Mr. Nigel	Parke	Legal Advisor, MOCA Task Force			
9	Mrs. Carol	Hughes	Principal Executive Officer (Ag.), CMS			
10						

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3rd Annual Resident Magistrates' Training Seminar on Corruption
Jewel Runaway Bog, St. Ann

REGISTER



NO.	NAMES		Organisation	Friday, June 13, 2014	Saturday, June 14, 2014	Sunday, June 15, 2014
1	Mrs. Patrise	Tucker-Campbell	Justice Training Institute			
2	Ms. Sheele-Ann	Thaw	Justice Training Institute			
3	Mr. Ricardo	Greenwood	Court Management Service			
4	Mr. Hodyn Haydn	Blair	Court Management Service			
5	Mrs. Bobette	Dawkins	Court Management Service			
6	Mr. Kareem	Anderson	Court Management Service			
7	Mr. Marlon	Moore	National Integrity Action			
8	Ms. Loy	Taylor	National Integrity Action			
9	Ms. Mitzie	Young	National Integrity Action			
10	Mr. Allan	Bernard	USAID			
11	Ms. Jeanette	Vall	USAID			

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Appendix 11 – Gender & Corruption Event Registers





Gender & Corruption:
Making the Connections to Promote Good Governance
 Wednesday, April 30, 2014
 PCI Auditorium
 4:30 pm- 6:30 pm

NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
1. Nadiya Figueroa	NIA		NFigueroa
2. Dorothy Whyte	WROC		
3. Linnette Vassell	WROC	399-4280	l.vassell@gmail.com
4. Anna-Kaye Rowe	WROC	929-8873	communications@wrocjamaica.org
5. Dawn Marie Roper	51 % Coalition	819-6170	dmarier70@yahoo.com
6. Carolyn Gomes	JCSC	382-8583	carolyn.gomes@gmail.com
7. Carol Narcisse	JCSC	430-4705	Carol.narcisse@gmail.com
8. Jeanette Calder	JCSC	878-3798	lancee@me42hd.com
9. Naomi Francis		396-1523	naomifrancis@yahoo.com
10. Lorna Green	Digital Transtec/WBO	419-4575	
11. Adwoa Onoura	WROC	822-2324	ADWORA@GMAIL.COM





NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
12. Judith Wedderburn	Friedrich Ebert Stiftung (FES)		
13. Marcia Forbes	51 % Coalition	361-1643	mariaforbes@hotmail.com
14. Georgina Love	WMW Jamaica		
15. Sharene McKenzie	51 % Coalition		
16. Keisha-gay Jackson	WMW Jamaica	969-1894	k.jackson@wmwja.org
17. Nadeen Spence	Young Women's Leadership Initiative (YWLJ)	276-6927	nadeen.spence@hotmail.com
18. Lana Finikin	Sistren Theatre Collective		
19. Merline Daley	Jamaica Women's Political Caucus (JWPC) / Sistren Theatre	326-6478 / 369-2375	Sistrentheatre@gmail.com / finikinmerline@gmail.com
20. Hermione McKenzie	AWOJA	616-0047	herminover@yahoo.com
21. Joan Grant-Cummings	WROC		
22. Lorna Lee	WROC		
23. Sharon Neil	Ministry of Education		

NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
✓ 24. Senator Imani Duncan-Price	PNP	977-9961	maniduncan@gmail.com
25. Senator Marlene Malahoo Forte	JLP		
26. Senator Angela Brown-Burke	PNP		
✓ 27. Tamika Peart	GZK	740-7351	tamika.peart@hotmail.co
28. Shelly-Ann Harris	WROC		
✓ 29. Andrea Cowan	WBO	382-8040	andrea.cowan@gmail.com
30. Bevon Morrison			
31. Maureen Webber			
✓ 32. Minna Israel	IWF	999-2145	
33. Pat Phillips	WMW Jamaica		
✓ 34. Taitu Heron	UN Women	416-8444 1982-99 ext 2033	ptaitu@un.org
✓ 35. Jennifer Jones		861-8054	jennyjones33@gmail.com
36. Jeanette Grant-Woodham	JWPC		

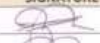
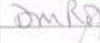
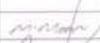
NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
✓ 37. Charles Harvey	WROC	276-8172	charles.harvey2002@yahoo.com
38. Sheldon Henry	WROC		
✓ 39. Melody Gordon	WROC	840-2363	Melodygordon@yahoo.com
40. Francine Harris-Fairman	Barita		
41. Kellee Hutchinson			
42. Mareeca Brown	PIOJ		
43. Nathaniel Stewart	P		
44. Merris Murray			
45. Donna Barclay	Sistren Theatre Collective		
46. Maureen Brown	Sistren Theatre Collective		
47. Emma Lewis	EveforLife J-FLAG Blogger	894-3772	perchary@gmail.com
48. Lois Taylor	NIA	375-3375	
49. Susan Taylor	K. Sae	579-3021	susan.taylor@yahoo.com

NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
50. Kari Douglas	KSAC	854-0352	KARI.J.DOUGLAS@GMAIL.COM
51. Cynthia Hunter	WROC	571-8772	cynthiahunter@yahoo.com
52. Terli Ann Gilpin	The Cleaner	888-1220	julpin58@hotmail.com
53. MARVIA LAWRENCE	LOVEIDOM	833-8209	LAMARV@GMAIL.COM
54. Antonette Grant	STF	764-0174	
55. Horace Levy			
56. Malin Moon	MSA	859-4617	malinmoon@niamia.org
57.			
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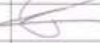
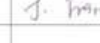


Gender & Corruption:
Making the Connections to Promote Good Governance (MEDIA FORUM)
 May 29, 2014
 Leeward Suite, Knutsford Court Hotel
 8:00 am - 9:30 am

NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS	SIGNATURE
1. Nadiya Figueroa	NIA		N.F.	
2. Dorothy Whyte	WROC			
3. Carol Narcisse	JCSC			
4. Anna-Kaye Rowe	WROC	924-8823	communications@wroc-jamaica.org	
5. Dawn Marie Roper	51 % Coalition	819-6170	dmarier70@yahoo.com	
6. Joan Grant-Cummings	WROC			
7. Marlon Moore	NIA	906-4371	mmoree@niajamaica.org	
8. Jenni Campbell	PAJ/The Gleaner Co.	855-0553	jenni-campbell@gleaner.co.jm	
9. Fae Ellington	CARIMAC	869-9868	fae.ellington@gmail.com	
10. Indi Mc Lymont-Lafayette	Panos Caribbean			
11. Hilary Nicholson	WMW Jamaica	927-7599/47986	hilarycnj@ic@gmail.com	





NAME	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS	SIGNATURE
12. Keisha Ann Sleight	RJR			
13. Nadine Wilson	Jamaica Observer	484-1321	nikewilson@jamaicaobserver.com	
14. Arthur Hall	The Gleaner Co.			
15. Janella Precious	TVJ	485-2170	jprecious@tvj.com	
16. Jan. Allen	Coleman	922-3500	jan.allen@colemanjm.com	
17. Helene Gordon	Jamaica Observer			
18. Jeanine James Coleman	Coleman	932-6105	jeanine.james@colemanjm.com	
19.				
20.				
21.				
22.				
23.				

Appendix 12 – Insights Magazine Article

Political Corruption and Campaign Finance Reform

By Prof. Trevor Munroe

INSIGHT FEATURE

WHAT IS POLITICAL CORRUPTION?

It is, I suggest – the use/misuse of entrusted political power and authority for illicit gains more often than not at the expense of the public interest. This, as you can well imagine, is not only a Caribbean phenomenon and therefore it would be helpful to place our experience in a global context.

What are some of the most recent findings – first of all on the perception of corruption in general and political corruption in particular?

o The Global Corruption Barometer Report 2013 which surveyed over 114,000 people in 117 countries found in most countries that the people perceived the political party as the institution most affected by corruption. This was the people's perception in countries as different as Argentina and Australia, Brazil and Canada, India and Ireland and even, perhaps somewhat surprisingly, the United Kingdom and the United States. This perception is of course shared by the peoples of many Caribbean countries.

o In many OECD countries, amongst developed economies, a majority believe that government is run by a few big interests looking out for themselves – Greece 83%, Israel 73%, US 64% and the UK 60%.

o The Corruption Perception Index 2012 put out by Transparency International found the vast majority



of the world's states record low scores and is perceived to be more corrupt than clean.

Regrettably, perception in this instance is closely tracked by reality. The United Nations estimated that in 2011 corruption prevented thirty percent of all development assistance from reaching its final destination. This means, in effect, that for every million dollars of aid to build clinics, equip hospitals, provide roads, expand water supplies, and repair damage from hurricanes three hundred thousand dollars is siphoned off into the pockets of corrupt public officials and private individuals. One recent example is in Uganda. There aid to the Office of the Prime Minister to restore war ravaged sections of the country ended up in the pockets of politicians. As a consequence, the Irish Government is reported to have suspended aid to the OPM.

On another level, the World Bank Institute, a few years ago, in 2004 estimated that One Trillion United States Dollars was paid in bribes from private

sector to public sector functionaries. From time to time the tip of this iceberg is revealed when prominent companies plead guilty and pay fines for corrupt conduct or arrive at settlements related to questionable behaviour.

For example, the German firm Siemens between 1998 and 2007 paid out US\$1.4 billion to influence

government officials in Asia, Africa, Europe, the Middle East and the Americas and agreed to pay fines of US\$1.6 billion after being found guilty for this corruption. J.P. Morgan, the banking giant, just this week, concluded a US\$13 billion settlement with the U.S. Department of Justice, including a US\$2 billion fine for improper conduct in the 2008 financial crisis. Closer home, the British bridge-building firm, Mabey and Johnson paid a fine of 6.5 million pounds having pleaded guilty in a British court of bribing public officials in Ghana, Iraq and Jamaica.

The impact of political corruption has been well described by former Secretary General of the United Nations, Kofi Annan. He said, "Corruption is an insidious plague that has a wide range of corrosive effects on societies. It undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organised crime, terrorism and other threats to human security to flourish."

Lest we believe that Kofi Annan was talking about countries in the Caribbean and here I quote again "This evil phenomenon is found in all countries – big and small, rich and poor – but it is in the developing world that its effects are most destructive." Annan continued, and here I ask you to note these remarks, particularly "Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a Government's ability to provide basic services, feeding inequality and injustice and discouraging foreign aid and investment."

Corruption is a key element in economic underperformance and a major obstacle to poverty alleviation and development." So much is this scourge an international one, that the global community came together to develop the United Nations Convention Against Corruption in 2005.

The prevalence of corruption then should be seen, as the evidence suggests, as more than a governance issue but must be seen as a significant hindrance to development. It is the World Bank which estimated the economic cost of corruption by stating "countries that improve or control of corruption and the rule of law can expect on average in the long run, a fourfold increase in income per capita... business growth... on average it can make a difference of about 3% per year in annual growth for the enterprise."

The difference can be between 2-4% per annum in the countries annual growth rate between countries with a different extent of corruption control. One study of foreign direct investment estimates that corruption is equivalent 20% tax to foreign investors. Corruption and bribery is a regressive tax"

So, how does the Caribbean fit into this global context – in the first place, Caribbean people in survey after survey perceived corruption and political corruption in particular, as one of the main things wrong with the Caribbean.

More often than not they have least confidence in political parties and politicians amongst institutions assessed in terms of the levels of the peoples' trust. Take a look, if you can, at the Latin American Public Opinion Project (LAPOP 2010) which looks at the political culture of democracy across Latin America and the Caribbean – amongst the twenty six countries measured, the people of Trinidad and Tobago and Jamaica perceive their countries to be most corrupt with Guyana not far behind.

The 2012 LAPOP report showed little change in Guyana and Trinidad but noteworthy improvement

in Jamaica. In election after election, in the last twenty years across the region, corruption scandals have been significant, governments have been removed largely on the grounds of being corrupt and replaced by the opposition largely on the basis of promises of integrity, only to repeat the cycle subsequently, thereby reconfirming popular concern that the issue of political corruption contributes to growing cynicism. The external perception of Caribbean states is not different from citizens' views of themselves. Over the last five years only three CARICOM states, Barbados, St. Lucia and St. Vincent score consistently well on Transparency International's Corruption Perception Index.

There can be no question that across the region, radical reforms are urgently required to build institutional capacity, to strengthen anti-corruption laws, anti-corruption institutions and integrity building activity. The consequences of continued failure in these regards are grave and serious. First of all in regard to economic growth, the increased levels of poverty and in the intensification of the burdens on the backs of the poor who suffer the most when scarce resources are diverted from development into the pockets of the corrupt.

Our peoples' demand for a better life is therefore also a cry for less corruption.

That demand for a better life is grounded in harsh realities:

- o Over five percent of the population in Jamaica has to survive on less than two United States Dollars per day, 18 percent in Guyana, 13 percent in Trinidad and Tobago, 40 percent in St. Lucia and over 77 percent in Haiti – according to the latest figures in the 2013 World Development Indicators.

- o Of the 14 CARICOM states ranked in the 2013 UNDP Human Development Report, not one single country falls in the top quintile rank of the 186 states assessed, not even our best performers, Barbados (38), nor the Bahamas (49).

- o Raising investments, both foreign and local, is an important ingredient of this process. Yet the Global Competitiveness Report 2012/2013 ranks corruption among the top three most problematic factors for doing business in four of six CARICOM nations surveyed namely Jamaica, Guyana, Suriname and Haiti.

A serious political consequence of continued failure to come to grips with this cancer is the undermining of confidence in institutions like the political party -

fundamental to modern democracy and the danger of growth of dissatisfaction with the performance of democracy in the region itself. Urgent measures are required – measures which require the support and assistance of our International Partners – both to have a deeper understanding of the dynamics of corruption across the Caribbean and, alongside this deeper understanding, to design as well as implement practical measures to build integrity and to combat corruption more effectively. One such measure must be the passage and robust enforcement of strong laws governing the funding of political campaigns and political parties.

Despite consistent recommendations for such a measure from The Organisation of American States (OAS) election observer missions, CARICOM states have yet to step up to the plate. Recall the observation of the OAS electoral commission on the Guyana 2011 elections: "campaign contributions are unregulated, and there is no prohibition against donations by anonymous and/or foreign sources. This system effectively guarantees that all of political party working capital and campaign funds are based on private donations. In general, the OAS/ EOM considers the lack of regulation on campaign contributions as creating unequal conditions for electoral competition."

The system also opens the door to the use of state resources for electoral purposes... a legal review is necessary to require disclosure of campaign expenditures prior to the elections, determine criteria for private and foreign contributions, and consider instituting public financing for campaigns". (See OAS Electoral Observation Mission Final Report on the 2011 General and Regional Elections in Guyana: pg. 13)

The plugging of this most serious gap in our legislative anti-corruption framework, maybe assisted by adapting national statutes to deal with political party registration and campaign financing disclosure using the OAS draft model legislation as a template.

The urgency to pass laws and regulations to deal effectively with the relationship between money, political parties and elections cannot be overstated. In Jamaica for example the two Parliamentary political parties made public the fact that between them, they had spent approximately one billion Jamaican Dollars from Party Central (not counting what candidates had spent) in the 2011 Jamaican General Elections. Then, and even today, no one knows who gave how much to each of these parties, whether commercial or criminal

interests, and whether were they thereby seeking to buy influence, for example to get tax waivers, development approvals, or to buy protection from the law in criminal activity. Is this acceptable?

This is not far-fetched speculation. In April 2012, the Supreme Court of the Turks and Caicos Islands issued a Confiscation Order in which the Court held that David Smith, a convicted financial criminal and money launderer now serving over thirty years in a Florida prison, gave US\$5 million to the Jamaica Labour Party and US\$2 million to the People's National Party and tens of thousands to other individual politicians.

The Jamaican people are entitled thereby to ask: Is the fact that Smith was not prosecuted, tried and convicted in Jamaica for fleecing over six thousand Jamaicans and accumulating over US\$220 million in stolen assets, but had to be prosecuted in South Florida and Turks and Caicos Islands related to the amount of money given to persons exercising political authority?

The point is that we should not have to speculate but Campaign Finance Law and Regulation should provide for disclosure of which big donors give how much to which party and secondly should ban organisations like OLINT from giving money to political parties and election campaigns. The longer we fail to plug this and similar loopholes is the more our people shall lose confidence in the rule of law, in the justice system and ultimately in democratic governance. Is this a Jamaican phenomenon? Does a similar reality exist in Guyana, in Trinidad, in Barbados?

It cannot be right that any citizen of the Caribbean with a click of the mouse can know that Sheldon Adelson owner of the Las Vegas Sands Casino Empire was the biggest donor to Romney's 2012 Presidential Campaign and that Jeffrey Katzenberg, Hollywood Film Producer and Chief Executive of DreamWorks Animation was the number one

contributor to Obama's Campaign; that any of us at the click of a mouse can know that one Michael Farmer was the biggest donor to the British Conservative Party in the third quarter of 2012 and the Union and Shop Distributive and Allied Workers was the biggest contributor to the British Labour Party, but none of us can know who is giving how much to the political parties in our own Caribbean countries who exercise power over us. Let me add, we not only need legislation to plug this loophole but we also need enforcement of existing law, for example, against 'vote buying'. When last have we heard of an investigation, much less a prosecution

connected criminals go free and forty seven percent that powerful criminals, with money and contacts, go free.

In all my research and investigation I am finding that the foundation of combating political corruption lies in strengthening public awareness of the costs of corruption to the man in the street, costs in terms of investments lost, more decent jobs not created and economic growth stagnating. I am also finding that there are persons in positions of authority – political and public – with whom like-minded people desirous of change to the existing status quo can speak, lobby and win support for passing legislation and enforcing laws, sometimes against the corrupt in their own ranks.

I am also learning that to advance the struggle against political corruption and to challenge the impunity of the corrupt requires, in addition to building public demand, enhancing professional will and institutional capacity amongst investigators, prosecutors and judges.

This is why I am proud to be a part of the organisation which I lead the National Integrity Action (NIA) in Jamaica. NIA was formed with one mandate: to combat corruption in Jamaica on a non-partisan basis. Since our launch in December

2011 we have seen huge progress but are mindful that the work has just begun. We urge the people of Guyana, in fact the people of the Caribbean to demand an end to corruption in your respective territories. Demand not just the passage but the enforcement of legislation aimed at stemming the tide of corruption. Laws such as campaign finance reform which seeks to ensure that governments act at all times in the interest of the people and not for special interests.

It is a tall order, a difficult task but one we must achieve. I end by sharing with you a simple equation coined and widely shared by NIA in Jamaica; "less corruption = more investment = more jobs" ●



for this offence in any of our Caribbean states?

Scientific work across the region is revealing a clear and present danger of popular disillusionment with critical institutions of governance and I refer not only to political parties.

Please look at the findings relating to seven Caribbean countries of the UNDP Citizens Security Survey done in 2010. Across these countries almost fifty percent of the people believe that the justice system is corrupt – from a high of seventy percent in Trinidad and Tobago to a low of thirty four percent in Barbados. Relatedly across these states, fifty two percent of the people believe that politically

Prof. Munroe is Executive Director, National Integrity Action and Visiting Honorary Professor at S.A.I.I.S.E.S, UWI, Mona.

Appendix 13 – ODPP Letter of Appreciation

	
ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE DIRECTOR OF PUBLIC PROSECUTIONS AND NOT TO ANY OFFICER BY NAME AND THE FOLLOWING REFERENCE QUOTED:-	OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS
TELEPHONE: 922-6321-5 TELE FAX: (876) 922-4318	P.O. BOX 633, KINGSTON, JAMAICA
Our Ref: July 22, 2014 Professor Trevor Monroe The Executive Director National Integrity Action Limited 6a Oxford Road Kingston 5 Dear Professor Monroe, Please see the letter attached received from the General Legal Counsel. The legal members of staff of the Office of the Director of Public Prosecutions wish to thank you for facilitating the seminar "Strengthening the Advocacy Toolkit". Consequent on your generous consideration of us, almost every member of the legal staff now has all the Continuing Legal Professional Development (CLPD) credits which are a requirement for all attorneys practicing in Jamaica. Again we express our appreciation to you and your team. We look forward working with you again, to meet our training needs. Yours respectfully,  _____ Claudette Thompson (Miss) Deputy Director of Public Prosecutions For Director of Public Prosecutions Attd.	

Appendix 14 – Registers from the 3rd Annual Prosecutors' Training Seminar



3rd Annual Prosecutors' Anti-Corruption Training Seminar Jewel Runaway Bay, St. Ann



REGISTER

NO.	NAMES		Organisation	Friday, July 18, 2014	Saturday, July 19, 2014	Sunday, July 20, 2014
1	Mrs. Justice Zaila	McCalla	Chief Justice			
2	Mr. Justice F.A.	Smith	Judge of the Court of Appeal (Ret.)			
3	Mr. Justice David	Fraser	Puisne Judge			
4	Mr. Justice Bryan	Sykes	Puisne Judge			
5	Professor Trevor	Munroe	Executive Director NIA			
6	Ms. Denise	Herbol	USAID			
7	Mr. Mick	Gutierrez	OPDAT			
8	Ms. Paula	Llewellyn	Director of Public Prosecutions			
9	Mr. Jeremy	Taylor	ODPP			
10	Ms. Claudette	Thompson	ODPP			
11	Mrs. Suzette	Maxwell	ODPP			

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3rd Annual Prosecutors' Anti-Corruption Training Seminar Jewel Runaway Bay, St. Ann



REGISTER

NO.	NAMES		Organisation	Friday, July 18, 2014	Saturday, July 19, 2014	Sunday, July 20, 2014
12	Ms. Keri-Ann	Kemble	ODPP			
13	Mrs. Andrea	Martin-Swaby	ODPP			
14	Mr. Norman	Davis	Tutor, NMLS			
15	Ms. Marsha	Francis	OPDAT			
16	Ms. Mary Lou	Castillo	Assistant US. Attorney			
17	Mr. George	Leal	Assistant US. Attorney			
18	Ms. Jennifer	Martin	Assistant US. Attorney			
19	Mr. Aaron	Jordan	Assistant US. Attorney			
20	Mr. Mario	Esparza	Attorney			
21	Mr. George	Belnavis	Justice Training Institute			
22	Francis	Burak				

Carol

Hughes

CMS

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Thompson

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3rd Annual Prosecutors' Anti-Corruption Training Seminar
Jewel Runaway Bay, St. Ann



REGISTER

NO.	NAMES		Saturday (Morning) July 19, 2014	
			Start of Session	End of Session
1	Mrs. Kadia	Baugh-Williams	<i>Baugh</i>	<i>Baugh</i>
2	Mrs. Diahann	Bernard	<i>Bernard</i>	<i>Bernard</i>
3	Ms. Pamela	Blackhall	<i>Blackhall</i>	<i>Blackhall</i>
4	Mrs. Venese	Blackstock-Murray	<i>Blackstock-Murray</i>	<i>Blackstock-Murray</i>
5	Mrs. Kellee-Gai	Blake-Smith	<i>Blake-Smith</i>	<i>Blake-Smith</i>
6	Ms. Sasha-Ann	Boot-Wilkins	<i>Boot-Wilkins</i>	<i>Boot-Wilkins</i>
7	Ms. Christine	Callam	<i>Callam</i>	<i>Callam</i>
8	Mr. Martin	Chisholm	<i>Chisholm</i>	<i>Chisholm</i>
9	Ms. Juliet	Christie	<i>Christie</i>	<i>Christie</i>
10	Ms. Sarahope	Cochrane	<i>Cochrane</i>	<i>Cochrane</i>
11	Ms. Krystal	Corbett	<i>Corbett</i>	<i>Corbett</i>
12	Mrs. Charmaine	Creary-Beckford	<i>Creary-Beckford</i>	<i>Creary-Beckford</i>
13	Mrs. Maxine	Dennis-McPherson	<i>Dennis-McPherson</i>	<i>Dennis-McPherson</i>
14	Mr. Dwayne	Dixon	<i>D. Dixon</i>	<i>D. Dixon</i>
15	Mr. Attiba	Dyer	<i>A. Dyer</i>	<i>A. Dyer</i>
16	Mr. Nicholas	Edmond	<i>Edmond</i>	<i>Edmond</i>
17	Ms. Stephanie	Edwards	<i>Edwards</i>	<i>Edwards</i>
18	Mrs. Natiesha	Fairclough-Hylton	<i>Fairclough-Hylton</i>	<i>Fairclough-Hylton</i>



3rd Annual Prosecutors' Anti-Corruption Training Seminar
Jewel Runaway Bay, St. Ann



REGISTER

NO.	NAMES		Saturday (Morning) July 19, 2014	
			Start of Session	End of Session
19	Ms. Norma	Fearon	<i>Meane</i>	<i>Meane</i>
20	Ms. Paula-Sue	Ferguson	<i>Ferguson</i>	<i>Ferguson</i>
21	Mr. Paul	Foote	<i>Foote</i>	<i>Foote</i>
22	Ms. Allison	Foster	<i>Foster</i>	<i>Foster</i>
23	Mr. Ruel	Gibson	<i>Gibson</i>	<i>Gibson</i>
24	Miss Andrea	Graveney	<i>Graveney</i>	<i>Graveney</i>
25	Ms. Kimbereley	Guy	<i>Guy</i>	<i>Guy</i>
26	Mrs. Tamsym	Harper	<i>Harper</i>	<i>Harper</i>
27	Ms. Donnette	Henriques	<i>Henriques</i>	<i>Henriques</i>
28	Mr. Stallyn	Insang	<i>Insang</i>	<i>Insang</i>
29	Mr. Richard	James	<i>RJS</i>	<i>RJS</i>
30	Ms. Kameisha	Johnson	<i>Johnson</i>	<i>Johnson</i>
31	Mrs. Juliet	Johnson-Clarke		
32	Mr. Hansurd	Lawson	<i>Lawson</i>	<i>Lawson</i>
33	^{Natalie} Ms. Natalie	Malcolm	<i>Natalie Malcolm</i>	<i>Natalie Malcolm</i>
34	Ms. Lilieth	Martin	<i>Martin</i>	<i>Martin</i>
35	Mrs. Tamara	Merchant	<i>Merchant</i>	<i>Merchant</i>
36	Ms. Sasha	Miller	<i>Miller</i>	<i>Miller</i>



3rd Annual Prosecutors' Anti-Corruption Training Seminar
Jewel Runaway Bay, St. Ann



REGISTER

NO.	NAMES		Saturday (Morning) July 19, 2014	
			Start of Session	End of Session
37	Mrs. Larona	Montague-Williams	<i>Montague</i>	<i>Montague</i>
38	Mrs. Jannielle	Nelson-Gayle		
39	Ms. Kherie	Osborne	<i>Osborne</i>	<i>Osborne</i>
40	Mrs. Stacy-Ann	Palmer Beech	<i>Beech</i>	<i>Beech</i>
41	Mrs. Janelle	Pitter-Thomas		
42	Mr. Gary	Reid	<i>Reid</i>	<i>Reid</i>
43	Mrs. Marlene	Roper	<i>Roper</i>	<i>Roper</i>
44	Mr. Lance	Rose	<i>Rose</i>	<i>Rose</i>
45	Ms. Jenielle	Rose	<i>Rose</i>	<i>Rose</i>
46	Mr. Ken	Smith	<i>Smith</i>	<i>Smith</i>
47	Mrs. Nicole	Smith-Kellier	<i>SK</i>	<i>SK</i>
48	Mr. Steve	Walters	<i>Walters</i>	<i>Walters</i>
49	Mrs. Terry-Ann	Wilmot, Valentine	<i>Wilmot</i>	<i>Wilmot</i>
50	Mrs. Jodiann	Young	<i>Young</i>	<i>Young</i>

Ms. Sophie Rowe

Appendix 15 – Listing of Press Releases and Articles

Release/Publication Date	Title
November 14, 2013	The Reinstatement of Richard Azan is Wrong, Plain and Simple
December 2, 2013	Public Forum on Campaign Finance Reform – Supporting Urgent Legislation
December 3, 2013	Lack of Movement in Corruption Perception Index (CPI) 2013 Reflects Lack of Action and Urgency of Government in Passing Long-Promised Anti-Corruption Legislation
December 9, 2013	In recognition of UN International Anti-Corruption Day
December 12, 2013	Head of Global Anti-Corruption Agency Opens UCCI Ethics Conference
January 13, 2014	Open Letter to OUR's Director General re 'Due Diligence' Energy World International/Pacific LNG
January 29, 2014	Open Letter to OUR's Director General re 'Due Diligence' Energy World International/Pacific LNG
February 7, 2014	Letter to the Editor of Daily Observer re Who Watches the Watchdog
February 27, 2014	Letter to OUR's Director General re 'Due Diligence' Energy World International/Pacific LNG
March 17, 2014	NIA Welcomes the Senate's Tabling of Integrity Commission Act, Calls for Urgent Passage
March 19, 2014	Is Due Diligence Complete?
April 17, 2014	NIA Supports Call to the Judiciary: Tell Us Why?
April 23, 2014	Insights Magazine (Article)
April 24, 2014	Open Letter to Minister Paulwell – Left in the Dark on Megawatt Project
June 18, 2014	3rd Annual Resident Magistrates Training Seminar
June 25, 2014	Op – Ed: Collaring Public Enemy #1/It Haffi Stop
July 25, 2014	More Effective Prosecution of the Corrupt Needed; Integrity Commission Bill Imminent
July 27, 2014	Op-Ed on Taxation
August 29, 2014	Open Letter to Minister Phillips
September 8, 2014	NIA Calls for Urgent Action on Anti-Corruption Legislation. In light of the 2014/2015 Global Competitiveness Report
September 10, 2014	NIA Welcomes, as a first step, the Bill Tables to Register Political Parties
September 24, 2014	NIA Head calls on Teachers to be Flexible and Government to Honour Outstanding Payments