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National Integrity Action Limited

Cooperative Agreement Combatting Corruption In Jamaica

Award Number: AID-532-A-12-00002

Final Performance Report



This report was produced for review by the United States Agency for International Development, Jamaica.

National Integrity Action Limited

Cooperative Agreement – Combatting Corruption In Jamaica

Final Performance Report – For Submission to the Development Experience Clearinghouse

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COVER PHOTO:

Flanked by Dr. Daniel Arghiros of UK DFID and USAID Mission Director Ms. Denise Herbol, Professor Trevor Munroe and Mr. Jose Ugaz – Chair of Transparency International – sign the documents formalising NIA’s new status as the Jamaica Chapter of Transparency International on March 15, 2015.

DISCLAIMER:

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

CFR	–	Campaign Finance Reform
DEC	–	Development Experience Clearinghouse
EOJ/ECJ	–	Electoral Office of Jamaica/Electoral Commission of Jamaica
GoJ	–	Government of Jamaica
IC(A)	–	Integrity Commission (Act)
I(A)DB	–	Inter-American Development Bank
IDP	–	International Donor/Development Partner
IMF	–	International Monetary Fund
JLP	–	Jamaica Labour Party
JSC	–	Joint Select Committee (of Parliament)
JCSC	–	Jamaica Civil Society Coalition
MOCA	–	Major Organised Crime and Anti-Corruption Agency (<i>Formerly Task Force</i>)
NIA(L)	–	National Integrity Action (Limited)
OCG	–	Office of the Contractor General
OCJ	–	Office of the Chief Justice
NAPDEC	–	National Association of Parish Development Committee(s)
PDC	–	Parish Development Committee
PNP	–	People’s National Party
POCA	–	Proceeds of Crime 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
UWI	–	University of the West Indies (Mona Campus)

1. Introduction – Basic Cooperative Agreement Information

NIA is a charitable non-governmental organisation established to combat corruption and build integrity in Jamaica through the pursuit of various activities, programmes, and projects that contribute to national development. The organisation 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 organisation 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 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 during the period from late 2011 through to early 2016 (more will be said on cost-share in the next section).

This Cooperative Agreement (Award Number AID-532-A-12-00002) was signed on July 31, 2012, to run from August 1, 2012 through to July 31, 2015 for the amount of US\$2,900,000. The period of performance was however extended by six-months - by way of a no-cost extension, accompanied by a budget realignment – resulting in an actual end date of January 31, 2016. NIA was ably supported and facilitated in achieving its objectives over the period by the Mission Director, Denise A. Herbol and Agreement Officer Representative (AOR) Allan Bernard, along with the rest of the staff at the USAID Jamaica Mission.

This report captures a selection from the compendium of activities over the life of the project, accumulating event reports that would have been written shortly after the execution of the events. As a consequence, titles and positions accorded to persons throughout the report would have been accurate at the time of writing the initial event report (not necessarily as at the date of submission of this report to USAID). The report also includes sections on project cost share, monitoring and evaluation and lessons learnt.

2. Cost Share

During the period of this award, NIA agreed to expend an amount of \$US 2,367,223 (\$J 222,523,750.09) from non-U.S. Government sources specified as Cost Share, as provided in the award budget. The project was funded almost equally by USAID and DFID UK – with the latter providing the cost share component thus enabling the full execution of project activities that were budgeted to be supported by cost-share funding. There were no Cost Share restrictions in this award.

NIA's Cost Share under this award included project costs incurred by NIA primarily from DFID UK, its own funds and cash from other non-U.S. Government sources.

NIA's Cost Share contributions, both cash and in-kind met all of the following USAID criteria:

- (1) they are verifiable from our records;
- (2) they are not included as cost share contributions for any other U.S. Government (USG) -assisted program;
- (3) they are necessary and reasonable for proper and efficient accomplishment of this award's objectives;
- (4) they are allowable under the Standard Provision, "Allowable Costs";
- (5) they are not paid by the USG under another grant or agreement; and
- (6) Are included in the approved budget.

In administering its cost-share component, NIA applied the following established procedures as recommended by USAID:

- (1) Equipment and supplies acquired under this project with cost share funds are reasonable and does not exceed their fair market value.
- (2) The rental property occupied by the project was paid for predominantly by cost-share funds and did not exceed the fair rental value of comparable space and facilities in a privately owned building in the same locality.
- (3) All volunteer services that qualified as cost-share was an integral and necessary part of the approved program and was paid for by other non-USG funds.

Rates for volunteers are consistent with those paid for similar work in the organization, and are consistent with those paid for similar work in the labor market in which NIA competes.

There were no in-kind contributions from third parties for which supporting records are held, which were claimed as cost-share. No volunteer in-kind services were furnished by others that can be monetarily measured and as such, was not claimed as a part of the cost-share component. NIA did not expend less than the agreed-upon Cost Share as specified in this award.

3. Project Activities

National Integrity Action, as the implementing organization for USAID’s ‘Combatting Corruption in Jamaica’ Project (2012-2016) registered achievements which allowed it to meet all USAID’s monitoring and evaluation indicators as well as to attain exceptional performance ratings from external partners and from the main sectors of Jamaican society. In this regard, USAID’s end-of-project evaluation was aligned with that of DFID (UK), Transparency International and Jamaica’s community organization umbrella group – the SDC – as well as with the assessment of the country’s leadership at the level of political parties and of key public sector entities.

Activities and Results

- a) Public Awareness/Media Campaign
- b) Legislative Agenda
- c) Public Sector Training/Capacity Building
- d) Membership Building
- e) Youth Engagement
- f) Outreach
- g) Support to Victims of Corruption and Injustice
- h) Engaging International Development Partners

Public Awareness/Media Campaign

The mass media is one of the most effective means of communication. Used properly, it can be a critical and constructive tool in the development of any society. Since its inception, NIA has sought to utilize this medium to bring its message across the length and breadth of the entire island and also internationally. As a newly established organization, an initial objective was to bring awareness to the Jamaican people of our existence, purpose and goals. Thereafter, the impetus was to raise the awareness of the costs/impact of corruption and the need for integrity in the public sphere, in the private sector, in civil society and in interpersonal relations. This laid a foundation for citizen engagement in the combat of corruption. Available evidence suggests that this goal was significantly advanced through the following mechanisms:

Three documentaries shown on free to air national television, on our website and on YouTube entitled:

I. *“The Cost of Corruption: Jamaica’s Barrier to Prosperity”*

The first one-hour long film was entitled *“The Cost of Corruption... Jamaica’s Barrier to Prosperity”* and examined four episodes of corruption in Jamaica’s post-independence history. The four cases are: Jamaica’s 1966 school-building loan from the World Bank; Operation Pride; the David Smith/Olint Ponzi scheme and Jamaica’s extradition of Christopher ‘Dudus’ Coke. In each case the documentary ventilates the issues, presenting the consequences and impact, while prescribing steps – including legislation – to prevent their recurrence. The documentary was narrated by NIA’s Executive Director Professor Trevor Munroe, with commentary and in-depth analysis from leading Jamaican scholars and prominent persons in the private sector; while also giving a voice to the ordinary man in the street.

In addition to this, there have been several requests for and instances of the documentary being used as an educational tool at the secondary level as well as at the undergraduate and post-graduate levels of tertiary education. [Watch here: <https://www.youtube.com/watch?v=PEZnDCMvjO8>]

II. *“Building Integrity... A Work in Progress”*

The second documentary film, “Building Integrity... A Work in Progress” focuses on athletics, the electoral system and the music industry as examples of Jamaicans and Jamaican Institutions making noticeable and commendable strides towards integrity and the tremendous positives that can be achieved within such an environment. The documentary, as the name suggests, also accepts that this is a work in progress and also seeks to use the stated examples to highlight possibilities for the continued advancement in these and other institutions within the Jamaican landscape and also within the global arena. [Watch here: <https://www.youtube.com/watch?v=YUXXYgu4GPs>]

III. *“The Voice of One, Two...Many: Speaking Out, Beginning the Change”*

NIA’s third documentary “The Voice of One, Two...Many: Speaking Out, Beginning the Change” is a thirty-minute feature which provides historical examples of ‘speaking out’ making a difference. These examples range from the successful and determined advocacy of women in the 1970s who demanded that women be entitled to maternity leave benefits, to the steadfast advocacy of ordinary community members in 2015 to demand their residential community not be illegally transformed into a commercial zone. The documentary, through these and other examples, is intended to provide encouragement to apathetic Jamaicans to speak out about issues negatively affecting their lives such as corruption and other issues. The documentary shows the possibilities of securing fundamental changes with continued and resolute advocacy even in the presence of mounting obstacles. [Watch here: <https://www.youtube.com/watch?v=rOf5tU1Fg0k>]

Television and Media Advertisements

NIA has produced or collaborated with other agencies to produce over twenty (20) television and radio advertisements and public service announcements targeting various corruption-related topics such as: tax evasion, professional accountability, the need to end garrison style politics, highlighting breaches of Jamaica’s Political Code of Conduct, the need to break the link between corruption and crime, equality before the law, campaign finance reform and denouncing vote buying and selling. Additionally, NIA facilitated the production of a series of “*Under the Law*” radio and television series treating with various corruption related matters. [Watch here: <http://www.niajamaica.org/news-media/videos> and <http://www.niajamaica.org/news-media/audio>]

Under the Law

Under the Law (UTL) is a long-running public education programme broadcasting on radio and television, which attempts to inform and educate listeners and viewers on the laws of Jamaica and their rights as citizens. NIA partnered with UTL to produce and air a number of anti-corruption themed episodes for both television and radio audiences. Scenarios were developed around regular complaints received by NIA and

sought to inform the general public about specific corruption-related offences and the consequences prescribed by law. [Watch Here: <http://www.niajamaica.org/news-media/videos>] or listen here: [<http://www.niajamaica.org/news-media/audio>]

Appropriate segments of these media products were effectively utilized in town hall meetings, youth engagement and other fora to strengthen NIA’s activities on the ground.

Feedback/Assessment

NIA’s successes and capabilities within the area of building public awareness arose from a close consultancy interface with one of Jamaica’s leading communication firms, EWA Marketing Communications Ltd. This collaboration produced communication products of exceptional quality, which contributed immensely to NIA’s fulfilment of a critical project goal – the building of citizen awareness around corruption and integrity issues.

Across the various formal and informal channels, the response to NIA’s media products has been overwhelmingly positive. The products have often been described as ‘eye-opening’, ‘balanced’ and ‘informative’. For example, NIA’s first documentary “*The Cost of Corruption... Jamaica’s Barrier to Prosperity*” has been viewed over 200,000 times on the organization’s YouTube Channel or website and has emerged as one of our most popular media products. Based on feedback from varying strata of Jamaican society and even from viewers outside of Jamaica, the products have proven to be highly successful in the organization’s public education campaign.

Relevant survey data confirms the growth of citizen awareness, reflected in significantly lowered bribery victimization rates over the period 2006-2014 (LAPOP). Additionally, citizens have from time-to-time made demands on the state, with some limited results, concerning evident transgressions of good governance principles, in particular transparency and accountability. Some noteworthy episodes relate to Energy World International, Junior Minister Richard Azan, Krauck Systems, Riverton Fire/NSWMA and Outameni/NHT among others.

Summary of Media Runs for Advertisement -- August 2012 to January 2016

Media Type and Station	Total Per Year			Grand Total
	2012-2013	2013-2014	2014-2016	
Radio				
Power 106 FM	330	238	146	714
KLAS	294	278	65	637
Love FM	280	250	-	530
RJR 94 FM	271	189	68	528
Mello FM	156	261	88	505
KOOL 97 FM	281	136	84	501
Hot 102 FM	242	234	-	476
Nationwide 90 FM	189	206	55	450
Irie FM	219	100	95	414
Fame FM	166	203	45	414

Media Type and Station	Total Per Year			Grand Total
	2012-2013	2013-2014	2014-2016	
ZIP FM	125	-	-	125
BESS 100	-	98	-	98
Sub-Total Radio	2,553	2,193	646	5,392
Television				
TVJ	216	167	42	425
CVM TV	162	139	23	324
Love TV	147	0	0	147
Nationwide - Impact	21	7	6	34
Sub-Total Television	546	313	71	930
Cable				
Hype TV	888	456	246	1,590
RE-TV	178	0	69	247
Sportsmax	0	210	0	210
JNN	42	0	0	42
CNS	23	0	0	23
Sub-Total Cable	1131	666	315	2,112
Cinema				
Carib and Palace	2600	546	0	3,146
Sub-Total Cinema	2600	546	0	3,146
Print				
Sunday Gleaner	4	-	7	11
Business Observer	3	-	5	8
Western Mirror	3	-	4	7
Weekend Star	0	-	5	5
The News/ St. Bess	2	-	0	2
North Coast Times	2	-	0	2
Sub-Total Print	14	0	21	35
Grand Totals	6844	3718	1053	11,615

The Legislative Agenda

A critical objective of NIA is to close loopholes in Jamaica’s legislative and institutional anti-corruption frame work. Specifically, the declared aim was to have passed into law, requirements for political parties to be registered, for campaign finances to be regulated and for a special prosecutor for corruption related crimes. We also sought to ensure that any initiative to abolish the office of the Political Ombudsman would be defeated and the code of Political Conduct be enacted into law. These objectives have been substantially progressed though not fully achieved.

In December 2014, amendments to the Representation of the Peoples Act (ROPA), proposed by the Electoral Commission of Jamaica, were approved by Parliament. These amendments provided for the registration of political parties – which had hitherto operated as private clubs – as well as limited public funding for political parties. Additionally, in November 2015, both the Senate and the House of Representatives approved recommendations for further revision of the ROPA, providing for regulation of Campaign Financing which included – among other things – a limit to the amount of donations a party or political candidate can lawfully accept, a banning of ‘impermissible’ donors [to include unregulated financial schemes and foreign governments] and a requirement to make all donations over a certain amount public. Furthermore, a joint select committee – before which NIA appeared twice and made strong and meaningful contributions on the invitation of the committee – completed its review and report to establish a single anti-corruption commission, entitled the Integrity Commission Act. These three advances towards a more robust anti-corruption legislation can be largely attributed to the successful advocacy of NIA.

Concerning the Office of the Political Ombudsman, efforts emanating from a motion brought in Parliament to abolish the office were halted, thanks in part to an appearance before a committee of Parliament by NIA, which made a well-researched presentation in defence of retaining the Office. Unfortunately, the Code of Political Conduct, policed by the OPO, has not yet been passed into law.

Public Sector Training/Capacity Building

NIA's continued effort to facilitate the strengthening of professional capacity and will of officers in the judicial and security system, as well as lend support to key governance institutions has led to its facilitation of several training seminars targeting prosecutors within the Office of the Director of Public Prosecutions, Clerks of the Court, Resident Magistrates and Financial Investigators. All presenters, discussants and coaches were drawn from among the most experienced past and present members of the local judicial system to include The Hon. Mrs. Justice Zaila McCalla, Chief Justice; The Hon. Mr. Justice Seymour Panton, President of the Court of Appeal and The Hon. Mr. Justice Bryan Sykes, Supreme Court Judge. The assistance of overseas presenters has also strengthened the sessions.

- Training for the Judiciary and Prosecutorial Arm of the State

During the life of the project, a total of 12 capacity building sensitisation seminars were facilitated. Of this total, three (3) were held for prosecutors from the Office of the Director of Public Prosecutors, four (4) for Clerks of Court, four (4) for Resident Magistrates and one (1) for High Court Judges. All training sessions were residential because of the documented benefits of having participants away from their home setting and reducing the need for daily commute to and from the training venue. The seminars covered topics such as Improving Advocacy Skills, Proceeds of Crime Act, Anti-Gang Legislation, "Lotto Scam" Act and the Committal Proceedings Act among others.

NIA also responded to the views and suggestions of the participants and have sought to employ improved methods of training delivery utilized by the tutors and presenters. In this regard, the Hampel Method of advocacy training was introduced in the training seminar for prosecutors and Clerks of the Court. This saw small groups of participants being matched with coaches and judges who guided them through various aspects of a trial simulation. From all accounts, this method is ideal for such training and NIA will take these and similar suggestions on board for future seminars.

NIA also took on board the suggestion to draft a POCA Manual which was launched on December 3, 2014 and has been distributed widely across public sector agencies who have this need. This manual, entitled "*Proceeds of Crime Act: Taking the Profit Out of Crime*", is the third in the series of manuals commissioned by NIA to add to the toolkits of agents of the state, particularly those involved in prosecuting corruption-related cases. It follows on the previous two: *Strengthening Jamaica's Conflict of Interest Rules* and *Prosecuting the Corrupt, Best Practices*. The POCA manual has also been utilized in weekend training/sensitisation seminars.

Overall, these seminars have translated into increased knowledge and capacity for close to 1,000 persons from the court system, customs, police and other investigative units. This achievement elicited from the Ministry of Justice, "sincere appreciation for the level of support afforded by the National Integrity Action (NIA) over the past three years". It also led to the Ministry expressing "the firm belief that with the continued partnership with the NIA, public confidence and awareness will be further heightened in the Justice System, as well as fostering integrity while ultimately combatting corruption."

Training for Police Officers

Police Investigators Training Seminar Series

The Committal Proceedings Act (CPA) 2013 seeks to improve the efficiency of the operation of the Resident Magistrates' Courts through the elimination of preliminary hearings. During the successful seminars for Prosecutors and Resident Magistrates on the implementation of this act, the discussions allowed for the ventilation of several issues, to the benefit of the participants. In addition, the discussions pointed to two important tangential outcomes: the need for a manual or guiding document for the various roles in the process, and for similar sensitization to be provided to police investigators, given their enhanced role under the new law. This latter objective drove NIA's commitment to provide training for three hundred (300) members of the Jamaica Constabulary Force who play an investigative role in the detection and prosecution of crime in 2015.

Over the five-part series, the presentations and group activities were facilitated by:

- Superintendent of Police, Clive Walker of the Criminal Investigations Branch
- Senior Deputy Director of Public Prosecutions, Mr. Jeremy Taylor
- Deputy Director of Public Prosecutions, Ms. Claudette Thompson
- Assistant Director of Public Prosecutions, Mrs. Suzette Whittingham-Maxwell
- Former Director/Principal of the Justice Training Institute, Mr. George Belnavis
- Detective Corporal Mr. Donovan Henderson, also of the Criminal Investigations Branch

The presenters, through a combination of interactive lecture/presentations and participatory group activities, apprised the participants of the new standards that would need to be adhered to as per the law, as well as sought to reinforce previously-existing standards which remained crucial. The series exposed a wide cross-section of investigative officers in the JCF to the new requirements of the CPA 2013, thereby helping to pave the way for the full and smooth implementation of the law. The series of trainings saw five sessions held across the parishes of St Ann, St James and Kingston with the final session being jointly hosted by the USAID's COMET-II Project and NIA.

Following the fifth and final training session held at the Jamaica Conference Center in December 2015, an official closing ceremony was held. Present at this ceremony was Mission Director USAID, Denise Herbol; then Minister of Justice, Senator the Honourable Mark Golding; Assistant Commissioner of Police, Ealan Powell, representing the Commissioner of Police; NIA's Executive Director Professor Trevor Munroe and Ms. Donaree Muirhead of the USAID COMET II project. NIA also used the opportunity to present a special award to Jabary Williams. Jabary Williams came to national attention following a newspaper article which told the story of the 19 year old youngster from Kidd Lane in Kingston's inner-city finding a bag containing approximately \$J100,000. Despite great personal need (Jabary earns \$J1,000 per day when he does have work in a small bakery), much temptation and his friends treating him as an outcast, Jabary returned the money to its rightful owner. NIA felt it important to recognise and praise this act of integrity in an effort to encourage both Jabary and others to choose to do the right in spite of challenges and adversities.

- **Financial Crime investigators' Training Seminars**

Anti-Corruption and Financial Crime investigators' Training Seminar 1

National Integrity Action hosted the “Anti-Corruption and Financial Crime Investigators’ Training Seminar” at the Jamaica Pegasus Hotel, October 20 – 21, 2012. The theme of the seminar was “Following the Money – Combatting Financial Crime and Corruption.”

The participants in this seminar were drawn from several agencies involved in curtailing financial crime and corruption, namely: Revenue Protection Division (RPD); Major Organized Crime & Anti-Corruption Task Force (MOCA); Financial Investigations Division (FID); Constabulary Financial Unit (CFU); Organized Crime Investigation Division (OCID); Tax Administration Jamaica (TAJ); and Customs’ Contraband Enforcement Team (CET). The Training Seminar was originally intended to be for members of the Financial Investigation Division, but the ambit was widened as soon as the benefit to the other organizations involved in curtailing financial crime was realized.

The seminar’s main objective was to raise the professional capacity and will of the various agents involved in detecting, investigating and prosecuting instances of corruption and financial crime, as well as increasing communication and collaboration between these agencies. The seminar also sought to unearth the reasons for - and thereby begin to consider ways to address - the seeming under-utilization of the various laws in Jamaica that seek to curtail financial crime and the corrupt facilitation of same.

Presenters at the seminar included:

- Professor Trevor Munroe, Executive Director of National Integrity Action
- Assistant Commissioner of Police, Carl Williams, Director of MOCA
- Dr. Shazeeda Ali, attorney-at-law and senior lecturer in the Faculty of Law, UWI Mona
- Caroline Hay, Senior Deputy Director of Public Prosecutions
- Dirk Harrison, Acting Senior Deputy Director of Public Prosecutions
- Maurene Simms, Financial Institutions Supervisory Division of the Bank of Jamaica
- Supreme Court Judge, Justice Bryan Sykes

The main recommendations arising from the seminar are: greater communication and collaboration between agencies; steps to be taken to generate and increase public support for anti-corruption efforts; greater utilization of ICT in crime fighting; revision of legislation so that sanctions are commensurate to crimes; increased measures and efforts to take the profit out of crime and corruption; the importance of collaborating with key journalists and media houses to aid in the fight against corruption; and finally, the reduction in the value and proportion of business transactions that are done with cash.

Several of these recommendations were repeatedly mentioned, underscoring the general consensus with which they are held. It is therefore clear that the time has now come for the proposed recommendations to be acted upon. The goal of NIA is to assist in ensuring that these are effected - mainly through increased collaboration between all the agencies involved in combating financial crime and corruption.

Other recommendations included: greater collaboration between the JCF, JDF and the Customs Department; a sustained values and attitudes campaign - utilizing traditional and new media - to garner public support; and the establishment of a Western Regional Court in St. James to deal exclusively with cases relating to cybercrimes, fraud and the lottery scam.

Overall 56 persons attended the training seminar and benefitted from the presentations made and the discussions which ensued. The evaluation of the seminar was also testament to its success. Forty-Six (46) of the Forty-Eight (48) respondents to the evaluation rated the seminar as good or excellent.

Anti-Corruption and Financial Crime Investigators' Training Seminar 2

National Integrity Action (NIA) hosted its second 'Anti-Corruption and Financial Crime Investigators' Training Seminar' on January 26th and 27th 2015. Themed 'Taking the Profit out of Crime' the seminar centered on NIA's recently launched manual on the Proceeds of Crime Act (POCA) - in particular exploring how to more effectively utilize POCA to strengthen anti-crime and anti-corruption efforts.

Participants in the seminar were invited from all seven agencies which participated in the inaugural 2012 seminar, namely: RPD - Revenue Protection Division; MOCA - Major Organized Crime & Anti-Corruption Unit; FID - Financial Investigations Division; CFU - Constabulary Financial Unit; OCID - Organized Crime Investigation Division; TAJ - Tax Administration Jamaica; Customs/CET - Contraband Enforcement Team, as well as members of the TCND - Transnational Crime and Narcotics Division and prosecutors from the Office of the Director of Public Prosecutions (ODPP). A total of 88 participants (48 males and 40 females) benefitted from both days of training.

Speakers at the seminar included: Hon. Justice Bryan Sykes – Supreme Court Judge; Dr. Shazeeda Ali – Author of the POCA manual and Deputy Dean of the Faculty of Law, U.W.I. Mona as well as respected attorney Mrs. Caroline Hay who assisted in the production of the manual. One highlight from the first day of the seminar was the unscheduled but very welcome presentation by Michael Hylton Q.C. O.J. Mr. Hylton's presentation centered on a recent UK Privy Council judgment in which he represented one of the local law enforcement agencies and which added much-needed clarity to an area of the law in regards to the utilization of POCA.

The multi-agency participation in the seminar provided a unique opportunity for inter-agency questions to be raised and ventilated. On day two, several of the issues facing the agencies were also discussed:

- Challenges with adequate and secure storage for items of evidence
- The importance of investigators consulting with prosecutors for guidance
- The need to publicize the requirement for citizens leaving the island to disclose funds above a threshold
- The need for investigators to adequately prepare for their appearances in court

Membership Building

In March 2015, National Integrity Action (NIA) embarked on an island-wide membership drive as one component of establishing the core of a social movement for integrity and against corruption. The rationale for this initiative is to increase NIA's reach and impact in arresting the problem of corruption in all spheres of life, while advancing the message of integrity building across the length and breadth of Jamaica. The vision is to be the core of a social movement that will transform Jamaica's anti-corruption landscape and contribute to catalyzing the country's sustainable development.

NIA's membership as at the end of the Cooperative Agreement, stands just under two hundred and ninety (290); with about a 3:2 female to male ratio and almost 60% of the membership being between the ages of 18 – 24 years old. The organization has members in a number of parishes across Jamaica, including Kingston and St. Andrew, St. Catherine, Clarendon, St. Mary, St. Elizabeth, Portland and St. James. Most of these individuals were recruited at various events where NIA was either invited to speak, or events that were sponsored/hosted by NIA. Several of these events were also organized in collaboration with NIA's most noted partners, the Social Development Commission (SDC), the Electoral Office of Jamaica (ECJ) and the Community Empowerment Transformation Project: Phase 2 (Comet II Project).

Membership Achievements and Participation

Training is a very critical component of NIA's engagement with its members and the organization has provided training opportunities for a number of its members. In particular, NIA has trained approximately thirty of its members in social auditing - a public accountability tool used to unearth information on government and Non-Government Organization (NGO) expenditure on development projects and otherwise as well as recommend more cost effective alternatives.

Social Auditing Training

The purpose of the social auditing training is to build the capacity of our members by imparting practical skills and empowering them to become active participants in the governance process. As such, they will be equipped with a tool that enables them to hold their elected officials, community leaders and civil society accountable.

The training seminars were well supported with fifty-seven (57) of the sixty (60) invitees participating in the four days of training. This saw thirty (30) trainees in the May 26 – 27 cohort and twenty-seven (27) in the May 29 – 30 cohort. Participants were selected from a pool of NIA's staff, volunteers, members, prospective members and partners of NIA such as USAID's COMET II. A gender balance was also maintained with twenty-nine (29) female participants and twenty-eight (28) male participants. A total of thirty-four (34) members were trained in this methodology – eighteen (18) males and sixteen (16) females. This training has equipped the members with knowledge of how to execute a social audit and is considered a small victory for NIA and the social movement.

A group was organized to undertaking a social audit of the National Water Commission (NWC); where five (5) out of the eight (8) core individuals on the audit team are NIA members, the others are NIA staff members and an NIA volunteer. At least six (6) other individuals who were trained in the methodology of

social auditing will participate in a three (3) community data collection process, with three (3) of those individuals being NIA members.

Two (2) NIA members have created blogs with a focus on governance and development; where they write on a wide array of topics, which includes corruption related issues. NIA members are now writing letters to the editor as well as speaking on corruption related topics in mainstream media. Of great note as well is the establishment of the Integrity Action Movement for Students; a student-led initiative on the University of the West Indies (Mona) Campus that was inspired by NIA and which is to be replicated at other universities and colleges island-wide.

Youth Engagement

National Integrity Action (NIA) recognizes that the youth are an important component of society and so actively seeks to engage them, in order to raise their awareness about the impact of corruption – on the nation and on an individual level – as well as deepen their understanding of the issues related to corruption and steps that can be taken to reduce corruption and build integrity in Jamaica.

Against this background NIA has hosted and participated in a plethora of youth-focused activities to include:

Governor General’s Programme for Excellence – 2015 Youth Consultative Conferences

The Governor General’s Programme for Excellence, under whose umbrella the *‘I Believe Initiative’* falls, has as its mission “To recognize and promote excellence and empower Jamaicans to believe in themselves and achieve their God-given potential while contributing to nation building.” Further its 2015 theme is “Values Through Volunteerism. Impacting Communities: One Community at a Time.” This mission and theme intersected with NIA’s mandate in several tangible ways and was thus the basis – following on an invitation from the Governor General himself, made when he met with the staff in April 2015 – of NIA’s collaboration on the 2015 Youth Consultative Conferences.

Three conferences were held, one in each of the three counties in Jamaica. The first was held on October 8, 2015 in Hanover, the second in Manchester on October 22 and the third in Portland on October 29. Each county conference included a cross-section of youth from parishes in the counties who have proven themselves as leaders and demonstrated commitment towards nation-building. NIA’s mandate and membership drive therefore achieved a most fitting and new target audience with this youth cohort. NIA’s Executive Director, Professor Trevor Munroe C.D was a Guest Speaker at all three conferences and spoke on the theme *‘Youths Righting the Wrong in Jamaica’*; his presentations were well received on all three occasions. NIA’s promotional materials, including videos, were displayed and students openly indicated their interest in becoming members of NIA. NIA also facilitated the attendance of a selected group of youth ambassadors to the 4th Members Induction Ceremony held in December 2015.

NIA is pleased that no less than the Governor General is desirous of a partnership and intends to strengthen this as we continue to build a social movement for integrity and against corruption. The conference series was regarded as an overall success as it provided the opportunity to engage some 500 members of Jamaica’s upcoming leadership cohort. To paraphrase the Governor General, those in his age group were in the ‘departure lounge’ and so wanted to impart important lessons to the next generation.

National Youth Debating Competitions

National Integrity Action (NIA) in another show of its commitment to the nation’s youth also partnered with Burger King in staging the annual island wide Secondary Schools Debating Competition and the first ever National Prep and Primary School Debating Competition. NIA’s decision to partner with Burger King in the staging of these competitions arose from the belief that the values and tenets of integrity should be nurtured from the earliest possible stage of development. Additionally, the competition encourages critical thinking, research skills and the organization of thoughts into logical arguments, showing youths that there is a better method by which to settle disputes among themselves. NIA was also able to suggest

moots which were all geared towards getting our youngsters to think about matters of ethics and integrity and of course of the need to combat corruption in all forms. NIA, in these instances, also provided research material to the participants to aid in their preparation.

Bearing the results in mind, NIA is pleased to have been a part of both competitions and looks forward to continuing to work with the youth demographic using the Burger King Debating Competition as one platform.

Essay and Poster Competitions

- Moe/NIA Essay Competition

Partnership with the Ministry of Education (MoE) is a natural step in the process of engaging the nation's youth. After initial discussions between National Integrity Action (NIA) and the Ministry of Education (MoE) the decision was taken to stage a Youth Essay Competition targeting the sixth form population across the island under the theme, 'Fighting Corruption, Building Integrity in Jamaica' in support of the Research and Advocacy Component of the Ministry of Education's New Civics Programme.

This was a thrust at creating greater public awareness and getting youth to engage in the discussion on building integrity in the Jamaican society. The competition was launched on September 23, 2012, International Peace Day, with submissions closing on December 9, UN International Anti-Corruption Day.

The competition was staged under the patronage of former Governor General, Sir Kenneth Hall, and the adjudicators of the essays were: Martin Henry, Communicator, Gleaner columnist and NIA Board Member; Gloria Bean, President of the History Teachers' Association; Dorothy Noel, Publisher and Ryan Small, President of the Jamaica Youth Council. The quality of essays and posters received were very encouraging. NIA plans on facilitating similar competitions aimed at improving the awareness of youths on matters relating to corruption and the building of integrity

- OCG NIA sponsored Youth Essay and Poster Competition

In 2015 NIA gave financial support to the OCG in staging its first Youth Essay and Poster Competition. The poster competition was for students 10-13 years-old and the essay competition for 14-18 years-old. Students of approximately 100 high schools from across the length and breadth of the country were on hand to witness the launch of the competition.

Entries to the essay competition are asked to be between 1,000 and 1,500 words on one of the topics:

1. The impact of corruption on Jamaica's development
2. To what extent will corruption hinder Jamaica's ability to achieve its Vision 2030 objectives?
3. Corruption is entrenched in societal norms in Jamaica and to that extent is practically impossible to eradicate.
4. A 1-2-3 Corruption Eradication Plan for Jamaica 2030

The eventual winners of the competition were announced and presented on International Anti-Corruption Day, December 9, 2015.

Integrity Ambassadors

A critical element in NIA's anti-corruption work is building integrity. NIA understands the critical role the younger demography will have to play in building integrity and as such partnered with the Jamaica Civil Society Coalition (JCSC) to implement the Integrity Ambassador Programme in schools. The importance of this effort is not lost on NIA as the cultivation of the principles of integrity from the early years helps to socialize the youth to practice these principles throughout their lifetime.

The premise of the programme lay in the fact that students were already primary message carriers to their families and peers within and outside of the school community. As such, if the principles of integrity are instilled in students, it will be a critical step towards positively impacting individual and community values, attitudes and behaviors.

An Integrity Ambassador, for the purposes of this programme, is a student leader who is trained and equipped with the requisite skills, knowledge and attitudes and who is willing to take on a role as a champion of integrity, civic responsibility and respect for the Law. The programme helped to increase the capacity of the student ambassadors to demonstrate and promote the principles of integrity within their school environment, families and communities. The Programme was implemented as a pilot in three high schools - Holy Trinity High, St George's High School and St Hugh's High School. It is hoped that the project can be expanded in other high schools across the island – with a tentative commitment already in place in this regard from the Ministry of Education.

An important tangential occurrence has been a request from the Permanent Secretary in the Ministry of Education, to have dialogue with NIA on partnering to build integrity at the teacher training colleges as well as at tertiary institutions in general.

As a result of NIA's engagement of the nation's youth, we have seen much potential in them and the promise of a bright future. We believe that through consistent and constant engagement, we can once again ignite their passion to not just be onlookers but be active participants in governance and nation building.

In addition to these events, NIA has also formed partnerships and worked with many Youth Specific Organizations. Here we mention a few:

The University of the West Indies (UWI), Department of Government's Governance Society

In January 2014, National Integrity Action was approached by the Governance Society, then a newly formed body based within the Department of Government on the campus of the University of the West Indies, to be a participant in its February 26, 2014 Public Forum.

The Governance Society's vision is to encourage students in the department to promote the pillars of good governance among their peers by specifically promote 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 hosted on the campus of UWI; the event took the form of a presentation by the Contractor General, Dirk Harrison on the topic *Combatting 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, a Guild Councillor and a representative from the Governance Society.

NIA was supportive of the Governance Society's stated vision and mandate and welcomed the invitation of its leaders to not only participate in this forum but also help to shape the work of the body. Against this background, NIA sees this as an excellent opportunity to engage with the youth population on the campus as well as continue 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. We look forward to continued partnership between both bodies.

Irvine Hall Leadership Seminar - "Ethical Leadership for Change"

National Integrity Action 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. Irvine Hall had invited NIA to participate in discussions on leadership prior to this occasion. Notwithstanding this, NIA welcomes all invitations of this sort as it seeks in some way to influence the thinking of the nation's youth by bringing to the fore the core principles of integrity, accountability, transparency and the need to remain ethical regardless of the circumstances and situations. 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, UWI Mona

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

NIA, through its then Deputy Director-External Relations, Nadiya Figueroa 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 13th, 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. She also stressed the need to maintain integrity in the daily lives of individuals. This was a message strongly echoed by the Board, staff and supporters of NIA.

UWI, Mona Guild of Students

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 younger participants 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. the Hon. 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

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 an obvious 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.

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.

Friedrich Ebert Stiftung (FES) Youth Leadership Development Programme

National Integrity Action through its Administrator, Ms. Jamie-Ann Chevannes, accepted an invitation to speak under the theme 'Doing Politics Differently' with youth leaders, from varied socio-economic and educational backgrounds, participating in the Friedrich Ebert Stiftung Youth Leadership Development Programme in June 2014.

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.

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 utilize the various media outlets to raise questions about any act, that they believed to be corrupt.

High Schools

NIA's Executive Director was invited to deliver the keynote Address at the Convent of Mercy Academy (Alpha High School) Parent Teachers Meeting and also the Munro High School Prize giving ceremony in late 2015. Both invitations were gladly accepted as this would form the first opportunity to address students of both schools on the issue of corruption. Both events were well attended and the message of NIA was well received.

Outreach

Outreach Activities have formed an integral part of NIA’s effort to bring the message of the importance of Integrity and combatting corruption across the entire island. As such, the organization has held or participated in several public engagements to include town hall meetings, public presentations and towards the end of 2015 for the first time partnered with the Social Development Commission (SDC) to stage two health fairs.

Engaging Communities – Forging Strategic Partnerships

- *Town Hall Meetings*

Over the Course of NIA’s existence NIA has partnered with key agencies in staging a number of Town Hall Meetings to include:

Location of Town Hall Meeting	# of Attendees	Date	Partners/Collaborators
St Ann (Runaway Bay)	185 (Approx.)	June 2012	SDC
Manchester (Mandeville)	219	October 17, 2012	SDC, PDC,
Clarendon (May Pen)	120	November 22, 2013	JCSC
St. Mary (Port Maria)	157	December 13, 2013	PDC, SDC, NAPDEC
St. Andrew (Half Way Tree)	180	February 27, 2013	JCSC
St. Catherine (Spanish Town)	116	March 21, 2013	PDC, SDC, NAPDEC
St. Elizabeth (Malvern)	128	April 4, 2013	JCSC, Moravian Church
St. Catherine (Portmore)	100	May 8, 2013	JCSC
Portland (Port Antonio)	165	June 27, 2013	PDC, SDC, NAPDEC
Hanover (Hopewell)	113	August 29, 2013	JCSC, Hopewell DAC, SDC
Papine (Kingston)	200 (Approx.)	March 15, 2015	UTECH
St. James (Montego Bay)	150 (Approx.)	May 28, 2015	ECJ, SDC
Portland (Port Antonio)	400 (Approx.)	July 23, 2015	ECJ, SDC
Manchester (Mandeville)	450 (Approx.)	September 23, 2015	ECJ, SDC

In this way, NIA was able to directly reach more than 2300 members of the public with the anti-corruption message. The actual reach greatly dwarfs this total as several of these Town Hall meetings were broadcast live on free to air radio.

Throughout the organizing and staging of these meetings, NIA strove to maintain its non-partisan stance by ensuring the participation of representatives from both major political parties. It is noteworthy that this position is not common among civil society actors, but is adhered to by NIA as it not only demonstrates our non-political objectives, but provides the residents of these communities with an opportunity to engage their political representatives on matters of concern to them, and not least of all, matters relating to good governance and accountability. This bi-partisan representation was achieved at all meetings except for the one held in Clarendon. In 2016 and beyond, NIA will again be taking its message on the road.

SDC/NAPDEC/NIA Conference of Community Development Committees (CDCs)

An important element in spreading the message of the need to combat corruption and encourage the building of integrity is public education and public engagement. NIA recognizes that this task cannot be achieved solely through its own efforts and as such has relied on the assistance of agencies like the Social Development Commission (SDC) to mobilize at the community level (grassroots). From as early as NIA's first public outreach held in St Ann in June 2012, SDC proved instrumental in engaging participants to this event. That relationship has continued and strengthened over this reporting period.

NIA saw this as an ideal opportunity and platform from which the message of NIA could be delivered across the entire island and as such, formally signed an agreement and went on board. Going forward, this is also an opportunity to forge stronger ties with 'people-centered' organizations such as the SDC, as this is seen as a vital tool in reaching the masses and in particular, people at the 'grassroots' level.

NIA attended and presented at eight (8) of the thirteen (13) conferences which saw an average of approximately 100 community leaders present at each. NIA also displayed booths offering information on the work of NIA while seeking support for its continued mission.

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 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.

The Social Development Commission reported that the conferences achieved its intended objective and the process of acquiring the needed signatures as a sign of support for Local Government Reform was largely successful. Community members have been informed and re-energized and continue their call and peaceful agitation for the reform to be passed into law.

Strictly from an NIA point view, our own objective was met. Through these conferences, NIA went 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 endeavor if NIA intends to create mass support for its mandate and if effecting meaningful change is to be achieved.

- *National Neighbourhood Watch Movement's 27th Annual Conference*

NIA received yet another privilege of spending time with and bringing its message to Communities across Jamaica at the 27th Annual Neighbourhood Watch Conference held in November 2014. The presentation entitled “Creating a Safer Jamaica: One Community at a Time, Identifying and Removing the Main Roadblock – Corruption!” was warmly received by the residents of several communities drawn from across the island present at the conference. The conference was hosted at Twickenham Park in St. Catherine. The Presentation by the Executive Director was well-received and can be watched here: <https://www.youtube.com/watch?v=pi-jS6i0wK0>.

- *ECJ/NIA Town Hall Series*

National Integrity Action (NIA) in partnership with the Electoral Commission of Jamaica (ECJ) in 2015 staged a series of town hall meetings under the theme 'Respect Your Vote - Your Right, Your Responsibility'. The series was organized with the pending General Elections in mind as well as in an effort to educate attendees on their roles and responsibilities in a democracy within and outside of an election period. The opportunity was used to denounce corrupt practices such as vote buying and vote selling as well as nepotism and political discrimination. Meetings were held in the three counties in the capital towns of Montego Bay in St James, Mandeville in Manchester and Port Antonio in Portland. The series was executed with the support of the Social Development Commission (SDC) who were instrumental in mobilization for all three events.

Presentations delivered included: 'The History of the ECJ' by Professor Alvin Wint, a commissioner of the ECJ; 'The Roles and Functions of the ECJ' by Chair of the ECJ, Mrs. Dorothy Pine-McLarty; Professor Trevor Munroe also presented on 'Money in Politics' and “Speaking Out: Our Democratic Right”. Over 1,000 persons in total attended all 3 meetings and from all accounts the series was successful in achieving the organizers' shared objective of public education around democratic rights and election-related matters. This was amplified beyond the sitting audience as Nationwide 90 FM was also on hand to broadcast the proceedings live to the entire nation.

Increased citizen awareness and engagement are critical factors in achieving improved governance for Jamaica and NIA remains committed to supporting that process - through this series of town hall meetings as well as other forms of advocacy and activity.

- *ROOTS 96.1 FM's Youth Talk: Theme: “Politics or Politricks”*

ROOTS 96.1 FM aired nine (9) episodes of the Politics or Politricks series during Youth Talk on Mondays at 5:05 – 6:00pm. The series started on September 28, 2015 with the topic - “**What is Vote-Buying**”. The live panel included Executive Director of the National Integrity Action, Professor Trevor Munroe. After which, NIA secured an interview with the Director of Elections, Orette Fisher for the following episode – “**How and Why to Vote?**” Dr. Dayton Campbell (PNP), Member of Parliament for North West, St. Ann as well as Mr. Floyd Green (JLP), caretaker candidate for South West, St. Elizabeth were also secured by NIA for the “Youth Talk Politics or Politricks” program to discuss steps on “**How to be a political candidate?**”

NIA has also successfully facilitated the broadcast of other episodes by providing suitable communication and resource materials to include recorded speeches and public service announcements broadcasted on multiple episodes. In accordance with the 3-month contractual arrangement, NIA commercials and public service announcements were aired on the station's regular broadcast log, outside of "Youth Talk Politics or Politricks".

A public screening of the movie- *Ghett'a Life* also took place on November 21, through sponsorship from NIA and other partners. This was followed by a presentations and a discussion surrounding the issues of vote buying and political tribalism; where NIA Board member Dr. K'adamawe K'nife was a guest presenter. NIA's Outreach Officer; Richard Pasley was also present and participated in this discussion.

NIA was invited to provide a representative for the episode being aired on Monday, December 7, 2015. In response to this invitation, NIA's Legal Research Assistant (LRA) participated as a guest on the programme for this episode. The topic of discussion was "How Do We Hold Politicians Accountable?" The LRA was asked to highlight legal actions which citizens can take if they believe their political representative is under-performing. Some of the actions highlighted by the LRA were, the legal (constitutional right) to vote, speaking out against unsatisfactory performance by way of social media, letters to the editor and calling radio talk shows and reporting complaints to the relevant bodies such as the Office of the Contractor General, the Public Defender or Political Ombudsman depending on the nature of the situation. The other guest in the discussion was former education minister, Mrs. Maxine Henry-Wilson.

- NIA/SDC Health *Fairs*

"Building Integrity" Health and Information Fair - October 22, 2015 at Maggotty High School

On October 22, 2015, National Integrity Action (NIA) in partnership with the Social Development Commission (SDC) hosted a health and information fair at Maggotty High School in Maggotty, St. Elizabeth. The event started at 10:00 am with approximately twenty-one (21) service providers present at the event. The organizations present were: Heart Trust/NTA, Jamaica National Building Society, St. Elizabeth Parish Council, the Office of the Contractor General, the Office of the Public Defender, Registrar General Department, Land Administration Management Programme, Jamaica Cultural Development Commission, Child Development Agency, Victim Support Unit, Jamaica Foundation For Lifelong Learning, Fire Brigade, National Youth Council of Jamaica, Ministry of Labour and Social Security, Jamaica Constabulary Force, Inland Revenue, 4H of Jamaica, Ministry of Health, Maggotty High School, Social Development Commission and National Integrity Action.

"Building Integrity" Health and Information Fair - November 5, 2015 @ Douglas Clarke Community Centre

On November 5, 2015 National Integrity Action (NIA) in partnership with the Social Development Commission (SDC) hosted a health and information fair at Douglas Clarke Community Centre in Islington, St. Mary. The event started at 10:00 am with approximately seventeen (17) service providers present at the event. The organizations present were; Heart Trust/NTA, St. Mary Parish Council, the Office of the Contractor General, Registrar General Department, Child Development Agency, Jamaica Foundation For Lifelong Learning, National Youth Council of Jamaica, Ministry of Labour and Social Services, Jamaica Constabulary Force, Inland Revenue, Ministry of Health, Social Development Commission, Rural

Agriculture Development Authority, Consumer Affairs Commission, National Parenting Support Commission, Friendship police Youth Club, Islington Centre Management Committee and National Integrity Action.

Well over three hundred persons attended both events combined. NIA was pleased to both provide community members with such an important service as well as share its important message with those in attendance. Both events were also covered by local free to air radio which increased the reach of the event. NIA intends to explore the staging of similar events going forward.

Support to Victims of Corruption and Injustice

NIA has, since its inception, called for persons to report corruption using its toll-free line, its website and through other means. Often times, these reports are received from persons who are either witnesses to, or victims of corruption or some other perceived injustice.

In earlier years, the NIA staff has tried, with limited success, to assist these persons in various ways. In most instances, this assistance takes the form of channeling their grievances to a responsible authority, or in raising their query to an individual or agency with the capacity to facilitate redress.

For some of the persons making reports, this degree of assistance has been inadequate, and unfortunately NIA was not able to assist them. Having recognized this deficiency, and the potential threat that it provided to NIA's reputation, NIA sought on previous occasion to establish a relationship with the Legal Aid Clinic, but this too was inadequate. As such, NIA's board took the decision to retain a legal advisor as well as a legal research assistant to be able to provide a greater level of advice to the now-increasing number of persons seeking the organization's assistance. Data on how many persons were assisted is included in the section on Performance Indicators.

Engaging International Development Partners

Throughout the life of the project, NIA sought to keep Jamaica’s International Donor/Development Partners apprised of the local context. This was seen as critical given the potential role that IDP’s could play – whether by applying subtle pressure or by making resources available to encourage forward movement on aspects of Jamaica’s governance arrangements, in synergy with local civil society. To this extent, NIA, USAID and UK DFID, organized several IDP roundtables throughout the life of the project to facilitate open discussion of the challenges and steps that could be taken towards a solution. Additionally, there were a range of bilateral engagements including presentations, participation in meetings and various fora which served the overall purpose of keeping partners abreast of developments and the nuanced implications for same.

The final multi-stakeholder engagement of IDP’s under the Combatting Corruption in Jamaica programme took place on November 24, 2015 at the Courtleigh Hotel in New Kingston. The roundtable was organised in the context of then-imminent general elections. This engagement brought together some fifteen (15) members of the community representing the following 12 countries/agencies;

- US Embassy
- World Bank
- Canadian High Commission
- UK DFID
- Japan Embassy
- Japan Intl Coop Agency
- UNICEF
- OAS
- UNDP
- JICA
- EU
- IMF

NIA’s Executive Director, Professor Trevor Munroe, delivered the main presentation entitled "*Jamaica's Governance: Achievements, Deficits and Current Challenges*". Professor Munroe’s presentation laid the foundation for a fruitful discussion of the issues. Against the backdrop of some of Jamaica’s major achievements, a number of the democratic deficits were highlighted; this include high income inequality, stagnant or low economic growth and high perceptions of corruption. Based on the fiscal discipline that is mandated by the current IMF Extended Fund Facility it was concluded that “enhanced public awareness, key internal sector mobilization and robust international partnership produces positive reform outcomes.

Respected Jamaican pollster, Don Anderson, was also invited to share some of his recent survey findings from national polls conducted up to September 2015. Don Anderson’s presentation examined the current political climate given the overwhelming expectation that general elections would be announced very soon.

There was a brief discussion following the presentations around the likely outcome of the elections, the possibility of a change in government and the effect a change in government would have on the current IMF programme.

4. Programmatic Achievements

During the course of this project, NIA registered a number of historic firsts, attesting to the organization's proven effectiveness and exceptional credibility. These achievements also provide objective metrics of the progress towards achievement of the objectives and expected results of the programme. Amongst these are:

1. NIA, through lobbying and a formal submission/presentation to a Parliamentary Committee, successfully led resistance to a proposal from a Member of Parliament – including a Private Member's Motion – to abolish the Office of the Political Ombudsman. This successful resistance followed on an earlier brief to the Office of the Prime Minister, which resulted in a Cabinet Submission entitled "A Cabinet Submission Seeking Approval to Issue Drafting Instructions to Legislate Offences and Penalties for Breaches to the Code of Political Conduct" (Sept. 2011).
2. NIA and partners have held several training/sensitization seminars from 2012 to 2015 for the benefit of a wide range of justice-sector officials including police investigators, financial investigators, prosecutors, magistrates and high court judges. This has translated to increased knowledge and capacity for over 1,000 persons from the court system, customs, police and other investigative units. This achievement elicited from the Ministry of Justice, "sincere appreciation for the level of support afforded by the National Integrity Action (NIA) over the past three years". It also led to the Ministry expressing "the firm belief that with the continued partnership with the NIA, public confidence and awareness will be further heightened in the Justice System, as well as fostering integrity while ultimately combatting corruption."
3. NIA has hosted and participated in a plethora of youth-focused activities including presentations, screening of NIA documentaries on the halls of residence at UWI Mona, participation in youth leadership development, support for essay and poster competitions in cooperation with public and private sector entities, as well as facilitated the successful Integrity Ambassadors programme, piloted in three High Schools.
4. The planning and execution of a *Gender and Corruption Study*, the first for Jamaica and the Caribbean. This was executed in partnership with the Women's Resource Outreach Centre (WROC) and the Jamaica Civil Society Coalition (JCSC), the latter of which was the recipient of a sub-grant under the DFID Accountable Grant.
5. Arising from its successful outreach throughout the Caribbean Region – with presentations/keynote addresses in Grand Cayman, Trinidad and Tobago, Guyana, St. Maarten and the Bahamas – Transparency International now utilises NIA as its Caribbean regional hub, to which requests for development of TI affiliates in various territories have been referred (so far Barbados, Cayman, Bahamas).
6. NIA partnered with the SDC and the National Association of Parish Development Committees to stage an island-wide series of meetings in support of legislation to enhance transparency and accountability in Jamaica's Local Government structures. A petition was circulated for signature at these meetings and subsequently delivered to the Office of the Prime Minister. This contributed to the passage of Local Government legislation in 2015, providing in part for civil society participation in the oversight of Parish Council budgets.

7. In December 2014, amendments to the Representation of the Peoples Act, proposed by the Electoral Commission of Jamaica, were approved by Parliament. These amendments provided for the registration of political parties and limited public funding. In November 2015, both the Senate and the House of Representatives approved recommendations for further revision of the ROPA, providing for regulation of Campaign Financing. Furthermore, a joint select committee completed its review and report to establish a single anti-corruption commission, entitled the Integrity Commission Act. These three advances towards a more robust anti-corruption legislation can be attributed in part to the successful advocacy of NIAF and NIA.
8. NIA also achieved an important advance in broadening the base of anti-corruption advocacy in forging a partnership with that section of the religious community with a record of direct engagement of grassroots communities in violence prevention and anti-corruption activity. This partnership extended to the staging of the 2015 Ten Thousand Men and Families Marches in Spanish Town, St. Catherine and Montego Bay, St. James – each of which saw thousands of citizens and members of church and political leadership marching through the streets of both parish capitals.
9. The acceptance by successive heads of Transparency International of NIA’s invitations to visit the Caribbean, the only two such visits in the history of Transparency International. The first visit was by Dr. Hughette LaBelle to an International Anti-Corruption Conference jointly sponsored by the University College of the Cayman Islands, NIA and others in March 2014. The second visit was from the current head of TI, Mr. José Ugaz, to formalize NIA’s accession to full chapter status and to be keynote speaker at a high-level conference jointly sponsored by NIA and the University of Technology in March 2015.
10. An invitation, accepted by NIA from Jamaica’s Head of State to partner with him and his office in planning and executing the 2015 GGPE Youth Consultative Conference – one in each county – a central component of the Governor General’s *I Believe Initiative*.
11. Corruption-related issues now occupy a more prominent place on the national agenda demonstrated by the heightened awareness of citizens and the increased responsiveness of the authorities to public demands for greater accountability and in policy as well as operational priorities of justice sector agencies. These advances were reflected in Jamaica’s CPI 2015 score and ranking which registered significant improvement for the first time in nine (9) years. Attribution to NIA for its role in this improved ranking came from both sides of the political aisle.

Challenges

Despite these achievements, corruption remains a significant problem in Jamaica and continues to pose serious challenges for the country’s economy and governance arrangements. Against this background, even bearing the significant achievements of the project, the reality is that there is a lot of work left to be done.

Challenging Impunity

Regrettably, but undisputedly, too many experiences in Jamaica confirm that the wealthy, prominent or politically connected are treated in a privileged way by the Justice system compared to the disadvantaged, the vulnerable, the poor and those who have no connections. Relatedly, in the over fifty years since

Jamaica gained political Independence, only one minister of Government has been convicted for corruption and very few if any high ranking public sector workers or corporate executives have been prosecuted for similar offences. This fact underscores the inequality in the Justice System. This conclusion was confirmed in the report of the most comprehensive examination ever undertaken of Jamaica's Justice system by the Jamaican Justice Reform Task Force.

A key finding of this 300-page report was that “the Jamaican Justice system is too unequal – lack of the equality between the powerful, wealthy litigant and the under-resourced litigant.” Survey after survey of the opinions of the Jamaican people confirms their agreement with this conclusion. More recently, the UNDP Caribbean Human Development Report on Citizen Security (2012) found that 53% of Jamaicans believe that “powerful criminals” go free and 58% that “politically connected criminals” go free.

In this context, it is essential to build trust in the Justice system. A necessary element of this trust-building is to ensure that where and whenever there is sufficient credible evidence, the powerful and politically connected must be charged and provided with the opportunity, like any other citizen, to have their day in court - to establish innocence or to be found guilty. This is particularly necessary in cases alleging corruption, given the costs of corruption in deterring Jamaica's development as well as the perception, at home and abroad, that “big fish” who are alleged to be corrupt rarely face the court. A more equitable justice system would go a long way in changing the popular perception that nothing can be done about corruption and indeed change the reality that politically connected or wealthy breakers of the law are exempted from criminal sanctions.

Progress on the Legislative Front

In an effort to add teeth to the country's anti- corruption battle, NIA identified the passage of several laws as critical steps. These laws were aimed at:

- regulating campaign financing,
- regulating the operations of political parties,
- providing a single independent prosecutor solely for corruption related cases and
- challenging garrison style politics

These goals were in part attained with varying degrees of success and there are explanations for this situation. The Jamaican legislative process may be aptly described as cumbersome and added to this is the relative inadequacy of meetings of the Jamaican parliament and the importance placed on particular pieces of legislation (lotto scam act or IMF-related laws) vis-a-vis others such as anti-corruption laws, for example. In addition to all of this, the nature of the legislative process requires majority support from Members of Parliament to ensure the passage of laws, laws which for many years may have provided loopholes - or were absent altogether and allowed for many continuous benefits. Putting an end to such a situation may, in many cases, be met with subtle or overt objections aimed at slowing down, frustrating or totally blocking the process of change. In this instance, a motion to regulate campaign financing was moved in the Jamaican senate over ten years before its eventual passage into law in 2015.

Sustainable Funding

Compared to other civil society organizations in Jamaica, NIA has been well funded. NIA has benefitted greatly from international funding agencies USAID (Dec 2011 – Jan 2016) and DFID (Aug 2011 – Jan 2015). NIA has from time to time also benefitted from donations made to the organization by local companies. Despite this, continued funding for the organization remains uncertain and in its current state, unsustainable. This is so because at any time, and even in the presence of arrangements and understandings, a change in economic fortunes or political realities can have the effect of removing significant funding from the project and in effect, significantly paralyzing the work of the organization. This has the potential to harm the reputation, viability and credibility of an organization such as NIA which is required to at times rapidly respond to current realities, maintain a public presence and undertake other activities with little notice or forewarning.

Recognizing this, NIA has sought, with narrow success, to diversify its funding base by continuously engaging the local business sector and the Jamaican Diaspora, seeking additional project funding, while making requests for financial assistance at public meetings and presentations. More recently, NIA has made it a requirement for members to pay annual dues; however, this will not be an adequate or consistent stream of income.

Decline in Volunteerism/Citizen Activism

For some time now within Jamaica, there has been a decline in volunteerism and citizen activism and a simultaneous growth in cynicism and the overall belief that things will remain the same – or get worse. The Latin American Opinion Project (LAPOP) reports that since the year 2006, citizen participation in organizations such Parent Teachers Associations (PTAs), Religious Organizations, Neighborhood Watches, and other forms of Community Improvement Organizations has continuously declined through to the most recent edition of the survey, done in 2014.

This overall decline has affected citizen trust and involvement in social/volunteer organizations and civil society organizations such as NIA. As such, even while many Jamaicans will feel encouraged by the work of NIA and some may even choose to become members, the level of commitment and dedication to the work of NIA may at times be found wanting. This is a shared reality by many civil society organizations which, like NIA, continue to forge ahead in this daunting environment.

5. Performance Indicators

These six (numbered) indicators are those which were in use at the end of the project. This section also includes a presentation on the indicators that were retired mid-project. Given the fact that the project continued into FY 2016 by way of a no-cost extension, no Monitoring and Evaluation targets were set for the indicators for that period. The results are nevertheless presented.

Indicator #1

Number of presentations and media engagements incorporating material relating to key anti-corruption legislation.

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.

Programmatic Year	Target	Actual	Disaggregation
2012	Not in Use	-	-
2013	Not in Use	-	-
2014	6	22	N/A
2015	10	19	N/A
2016	None set	8	N/A

This indicator was introduced to track public engagements, as a proxy for the efforts at public awareness and public education. In 2014 and 2015 more opportunities than anticipated arose for NIA to participate in presentations and appear in the media.

Indicator #2

Number of government officials receiving USG-supported anti-corruption training. (USAID Standard Indicator 2.2.4-2)

This standard indicator 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.

Programmatic Year	Target	Actual	Disaggregation (Gender)
2012	0	47	15 Males and 32 Females
2013	150	184	75 Males and 109 Females
2014	100	129	33 Males and 96 Females
2015	130	251	110 Males and 141 Females
2016	None Set	321	177 Males and 144 Females

Targets were exceeded in each year as a result of NIA being able to host additional (unforeseen) training seminars – or facilitating increased numbers of participants in planned seminars – in response to the demand from partner agencies. This was especially the case in FY 2016, when seven (7) seminars were facilitated over a four-month period.

Indicator #3

Number of briefings provided to IDP’s on governance-related issues.

This customized indicator is defined as the number of briefings or reports (verbal or written) provided to NIAL’s/Jamaica’s International Donor/Development Partners on governance-related issues, including corruption specific matters, whether in individual/bilateral engagements or in collective fora.

Programmatic Year	Target	Actual	Disaggregation
2012	Not in Use	-	-
2013	Not in Use	-	-
2014	10	18	N/A
2015	6	7	N/A
2016	None Set	4	N/A

The monthly briefings developed by the consultant principal advisor allowed for this target to be exceeded in FY 2014. Outside of these the indicators were met through NIA/USAID hosted roundtables with members of the IDP community, as well as one-on-one engagements - mainly between the Executive Director, Professor Trevor Munroe, and representatives of particular IDP’s.

Indicator #4

Number of professionals sensitised to anti-corruption issues.

This customized indicator seeks to measure the number of private sector, professional or civil society personnel who receive sensitization or training on anti-corruption issues.

Programmatic Year	Target	Actual	Disaggregation (Gender)
2012	0	-	-
2013	50	763	338 Males and 425 Females
2014	100	1305	552 Males and 753 Females
2015	100	178	28 Males and 29 Females + 96 UTECH Academic Staff + 25 security professionals (<i>no registers received for either, hence no gender disaggregation</i>)
2016	None Set	-	-

The significant overshooting for the 2013 and 2014 targets were an outcome of a collaboration with the Social Development Commission which entailed an island-wide series of engagements.

Indicator #5

Number of public forums resulting from USG assistance in which national legislators and members of the public interact.

This standard indicator 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.

Programmatic Year	Target	Actual	Disaggregation
2012	0	-	-
2013	3	6	N/A
2014	3	16	N/A
2015	3	7	N/A
2016	None Set	1	N/A

Similar to Indicator 4, the 2014 target for this indicator benefitted from the collaboration with the SDC in FY 2014. Increased opportunities for public engagements allowed for the targets to be exceeded in 2013 and 2015, mainly through town-hall meetings.

Indicator #6

Number of vulnerable people benefitting from USG supported social services (USAID Standard Indicator 3.3.2-8).

This standard indicator captures the number of vulnerable people (victims and witnesses of corruption or injustice) receiving legal advice, guidance or other assistance from NIAL.

Programmatic Year	Target	Actual	Disaggregation (Gender)
2012	Not in Use	-	-
2013	Not in Use	-	-
2014	Not in Use	-	-
2015	20	76	50 Males, 25 Females [Also 1 Organisation]
2016	None Set	36	11 Females, 23 Males and 2 persons who did not provide their gender

With the introduction of this component of the organisation’s work in 2015, a corresponding indicator was added. Being a new indicator, it was thought best to set modest targets for this indicator. The modest target was greatly exceeded, and speaks to the great demand for legal advice and guidance.

Retired Indicators

Indicator A

Number of succinct briefs on identified corruption cases developed.

This customized indicator captures the number of succinct briefs produced by NIAL on high profile corruption cases as uncovered by Special investigation reports from the Office of the Contractor General, Auditor General or by other means.

Programmatic Year	Target	Actual	Disaggregation
2012	0	-	-
2013	2	0	-
2014	2	Discontinued	N/A
2015	2	-	-
2016			

Reason for retirement – Prior to the commencement of the Cooperative Agreement, NIA had produced at least one brief based on a clear case of public corruption and it was felt that other such instances would arise. With no basis (new investigative reports, etc.) arising on which briefs could be drafted, along with the realisation that there were other areas of NIAL’s work that were not being captured and measured by the indicators, the decision was taken to discontinue this indicator.

Indicator B

Number of anti-corruption legislative briefs produced and disseminated.

This customized indicator is defined as the number of legislative briefs produced by/for NIAL, which analyses the contents of proposed legislation outlining the implications challenges and benefits. The recommendation arising from the analysis of the bills will be used to guide NIAL’s position, and therefore any related advocacy, on any particular item of legislation.

Programmatic Year	Target	Actual	Disaggregation
2012	1	1	N/A
2013	1	0	-
2014	1	Discontinued	N/A
2015	1	-	-
2016			

In 2012, a brief was produced and presented to parliament (and shared with the media) in support of the Office of the Political Ombudsman.

Reason for retirement – A strategic decision was made not to dilute the lobby effort across the four legislative targets originally intended (thereby focusing on two). NIA had already produced briefs on two of the pieces of legislation prior to the start of the Cooperative Agreement and so it was agreed there was no need to maintain this indicator.

6. Lessons Learned & Programmatic Recommendations

The major lesson to be derived from NIA's Programme Combatting Corruption in Jamaica 2012-2016 is that significant positive impact can be made on a society characterised, as Jamaica is, by "endemic corruption." This positive impact of NIA's programme is suggested by a number of indicators:

- i. The significant improvement in the third year of the programme of Jamaica's score and ranking on the Corruption Perception Index, 2015 (CPI), following many years of stagnation;
- ii. The substantial decline in bribery victimization measured by the Latin American Public Opinion Project (LAPOP) from a position in 2006 where Jamaica was well above the Global average compared with a situation in 2014 where the Country fell well below the International median; and
- iii. Almost eighty percent (80%) of the Jamaican population, according to the 2013 Global Corruption Barometer, would join an anti-corruption organization, where the Global average across 107 countries was fifty-three Percent (53%).

The accomplishment of the substantial in-roads into corruption, taught a number of important lessons:

1. Anti-corruption programming and activity has to be designed and implemented with the most careful attention to the special features of the society: Primarily features related to the particularities of culture, tradition, and socio-political structure. In Jamaica's case, the programme had to take into account the strength of the oral and visual traditions of the society, and navigate deeply embedded political partisanship to develop NIA's organizational independence and, on that basis, national credibility as well as legitimacy;
2. This context for building public awareness of corruption and its harmful consequences, required credible and skilled leadership, as well as a comprehensive, nuanced, multi-dimensional communication programme. The latter meant the production and airing of full-length documentaries, commercial ads, billboards, island-wide town hall meetings, and keynote presentations to the most diverse professional, business, civic, religious, student, youth, and community groups;
3. Extending outreach beyond the relatively small staff of NIA demanded partnerships with Government of Jamaica's (GoJ) Ministries, Departments and Agencies (MDAs), particularly in the Justice Sector, and with specialized organizations with National spread, such as the Social Development Commission (SDC), Electoral Commission of Jamaica (EoJ), and Ministers Fraternal of various denominations;
4. Strengthening the anti-corruption legislative and institutional framework requires sustained, targeted, evidence-based advocacy on a non-partisan foundation to complement public awareness. The success of this advocacy, in no small measure, depends on maintaining relations based on mutual respect with anti-corruption-minded individuals amongst the elite in the political directorate, business community and the public sector to isolate the corrupt; and
5. Adequate, and substantial funding support is essential to underpin and drive the intense communication, organizational, and activity levels required to make in-roads into endemic corruption.

Taking into account the above lessons, a number of recommendations are suggested, firstly, to consolidate, what remains fragile gains in a country suffering from endemic corruption, and to achieve higher levels of success in the building of integrity:

- I. Broad public awareness needs to be continually reinforced by appropriate communications, and social marketing programmes and, on this basis, converted into sustained citizen demand for greater accountability, and less corruption at all levels in the society;
- II. This conversion of awareness into demand, requires a programme to develop and generate more differentiated communication, and marketing products aimed at the most varied demographic groups: youth and students, white collar, professional and business groups, sports, entertainment and religious sectors;
- III. Correspondingly, and concomitantly, activity has to be aimed at strengthening the organizational level and capacity to demand an end to corruption by these diverse groups, thereby broadening the base of the drive against corruption. In effect, greater success requires NIA to become the core of a social movement for integrity embracing diverse sectors of the society;
- IV. Building and broadening the base of this incipient social movement recommends complementary advocacy by a wider range of organizations, whose potential activities can intersect with that of NIA's; namely women's groups, environmental bodies, community-based organizations, sporting associations along with educational institutions at the tertiary and other levels;
- V. Sustaining this social movement, if necessary beyond the life of NIA itself, shall demand partnerships with state, parastatal, and institutionalised entities able to receive, and carry forward the mission, and mandate of demanding greater levels of accountability, transparency, and good governance at all levels of the society. Among other components, infusing these principles into the curricula of schools, into justice-training institutions, etc., shall be essential;
- VI. To galvanise public demand shall also require practical demonstration of the possibility of successfully challenging corruption, at least on two levels: in providing advice and meaningful legal assistance to citizens reporting victimisation and abuse by the corrupt; and secondly, effective challenge to the corrupt in high places, hitherto, enjoying significant degrees of impunity;
- VII. Ensuring that the deepening of public awareness and growing public demand constitutes a buttress for anti-corruption legislation gains, and drives professional will to enforce key legislation regulating campaign finance, political party registration and effective functioning of a single anti-corruption commission;
- VIII. Regarding the media, partnerships shall have to be built - and sustained - to retain existing high levels of freedom of the press, and to strengthen the investigative capacity of the media to reach beyond sensationalist reporting of corruption; and
- IX. Given the trans-national character of corruption, the deficits in the internal basis of social reform derived from substantial migration, and the need to ensure that aid, and grant funds reach their targets, International Development Partners and the Jamaican diaspora shall have to be persuaded to play a substantially enhanced role in combatting corruption.

7. List of DEC Submissions

List of NIA ‘Publications’

Manuals

- Strengthening Jamaica’s Conflict of Interest Rules - **September 2010**
- Prosecuting the Corrupt: Best Practices – **February 2013**
- Proceeds of Crime Act: Taking the Profit Out of Crime – **December 2014**

Supplements

- 1st Anniversary Supplement: “Build Integrity” – **December 2012**
- 2nd Anniversary Supplement: “Build Integrity ...A work in Progress” – **December 2013**
- 4th Anniversary Supplement: “Growing Amongst Our People: Building Integrity, Combatting Corruption” – **December 2015**

Documentaries

- The Cost of Corruption: Jamaica’s Barrier to Prosperity
- Building Integrity: A Work in Progress
- The Voice of One, Two ...Many: Speaking Out, Beginning the Change

Advertisements

- “It Haffi Stop”
- Respect Your Vote, Reject Vote - Buying!
- Accountability
- One Law
- Tax Evasion 1
- Tax Evasion 2
- Dismantle Garrisons
- Campaign Finance
- Breaches of the Political Code of Conduct (parts 1-3)
- Speak Out - November 2015
 - **Under the Law Series TV**
 - Episode 1 – Intimidation
 - Episode 2 – Professional Misconduct
 - Episode 3 – Bribery
 - Episode 4 – Money Laundering
 - Episode 5 – Corruption
 - Episode 6 - Illicit Enrichment
 - Episode 7 – Corruption
 - Episode 8 – Professional Misconduct

Appendix – List of Activities and Speaking Engagements

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Rotary Club of Spanish Town Public Forum	Denzil S. Williams	February 23, 2013	Emancipation Park (Declined)
JCSC/NIA Forum on the Single Anti-Corruption Commission (SACC)	NIA/JCSC	February 27, 2013	Holy Cross Church
UTCWI Founders' Week Celebration	Marjorie Lewis	March 4, 2013 @ 6:00 pm	UTCWI, Mona (Declined)
Trinidad & Tobago Transparency International Anti-Corruption Conference	Deryck Murray (President of TTTI)	March 7-9, 2013	Trinidad & Tobago (Participated)
2 nd Prosecutor's Training Seminar	NIA/Chief Justice of Jamaica	March 15-17, 2013	Jewel Runaway Bay
Screening of Documentary to MSc National Security Students	Claremont Kirton UWI	March 18, 2013 @ 5:30 pm	Phys B Lecture Theatre
St. Catherine Public Forum	St. Catherine PDC	March 21, 2013	Twickenham Park, Spanish Town
Invitation to Deliver Main Address at UTECH School of Business Admin.	Clavery Allen	March 21@ 3:00pm	UTECH (Declined)
Corporate Social Responsibility Forum Canadian High Commission	Robert Ready High Commissioner	March 25, 2013 @ 5:00 pm	Gold Room – Mona Visitors' Lodge (Participated)
Public Forum at Moravian Church 73 rd Annual Synod	Rev. Dr. Paul Gardner/JCSC	April 4, 2013 @ 6:00 pm	Bethlehem Moravian College, Malvern St. Elizabeth (Participated)
Rotary Club of Liguanea Plains	Novelet Deans	April 11, 2013	Eden Gardens (Deferred)
Public Forum for Accounting Professionals	Institute of Chartered Accountants (ICAJ)	April 11, 2013 @ 1:00 pm – 5:00 pm	Knutsford Court Hotel
Essay Competition Awards Ceremony	Ministry of Education & JIPO	April 23, 1:30pm to 4pm	JAMPRO, New Kingston
Shortwood Teachers College – Annual Research Day Conference, Keynote speaker	George Dawkins	April 25 (at Plenary Session 9:45 am to 10:15 am)	Shortwood Teachers' College
Clarendon Lay Magistrates Banquet	Clarendon Lay Magistrates	April 27, 2013	(Declined)
Rotary Club of Liguanea Plains	Novelet Deans	May 2, 2013	Eden Gardens
World Press Freedom Day	Press Association of Jamaica	May 3, 2013	Knutsford Court Hotel
SACC Forum	NIA/JCSC	May 8, 2013	Portmore Heart Academy

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Teachers' Day	Reford Hines – Donald Quarrie High School	May 8, 2013	Donald Quarrie High School (Declined)
OAS Phase II Forum	Rosita Serpa - OAS Department for Electoral Cooperation and Observation	May 8-9, 2013	Barbados (Declined)
Caribbean Shipping Association Conference	Grantley Stephenson – Caribbean Shipping Association	May 13, 2013	Freeport, Bahamas
Jamaica Cooperative Credit Union League (JCCUL)	Johnathan Brown, President	May 17, 2013	Ritz-Carlton Hotel Rose Hall, Montego Bay
Guest Speaker at AGM of the JCSA	Oneil Grant – President JCSA	May 30, 2013 3:00 pm	Knutsford Court Hotel
Launch of LAPOP 2012 report	USAID	June 4, 2013 10:00 am	Jamaica Pegasus Hotel
Transparency International Regional Meeting	TI Americas Department	June 10-15, 2013	Cartagena, Colombia
Address to Students	Project Management Institute	June 11, 2013	(Declined, due to clash)
Handing-over Ceremony	(President of) The Rotary Club of Kingston	June 13, 2013	(Declined, due to clash)
CBSI/CARICOM (IMPACS) Meeting on Anti-Corruption	Owen Ellington Commissioner of Police	June 21, 2013 8:30am	Jamaica Pegasus Hotel
Panel Discussion on Gender Equality	Sharifa Wright, Bureau of Gender Affairs	June 21, 2013	Jamaica Conference Centre (Declined, due to clash)
Training Seminar – Resident Magistrates	NIA/Chief Justice of Jamaica	June 21-23, 2013	Jewel Runaway Bay
Portland Public Forum	Portland PDC	June 27, 2013	Port Antonio, Portland
Guest Lecture, Launch of TI, University of Curacao	Zoe Reiter, Transparency International	June 28, 2013	Curacao (Declined)
School Leaving Ceremony Morris Knibb Preparatory	Ms. L. Hewitt Principal	June 30, 2013 3:30pm	Covenant Moravian, Kingston 19 (Declined)
Training Seminar – Supreme Court Judges	NIA/Chief Justice of Jamaica	July 12-14, 2013	Jewel Runaway Bay
Rotary Club Installation Banquet	Marlene Streete-Forest, Rotary Club of Kingston East & Port Royal	July 13, 2013	(Declined)
Guest Speaker at Association of Methodist Men's Fellowship 54 th Annual Conference	Balvin Leslie	July 21, 2013 1:00 pm	Wesley Methodist Church, Mandeville

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Hanover Town Hall	Hopewell PDC	July 25 th , 2013	Hopewell Christian Deliverance Centre (Decision pending)
Parliamentary Conference	Jamaican Parliament	July 29-30, 2013	Antigua (Via Teleconference)
Plenary at Gender Conference	Bureau of Women's Affairs	July 31, 2013	Jamaica Conference Centre, Kingston
110 th Rhodes Anniversary	The Rhodes Trust	Sept. 18 – Sept. 20, 2013	Oxford, England
FY 2014			
SDC Parish Conference	SDC & NAPDEC	October 2, 2013	Manchester Parish Church Hall
Keynote Speaker at GOJ Audit Commission Conference	GOJ Audit Commission	October 15	Jamaica Conference Centre
SDC Parish Conference	SDC & NAPDEC	October 15	Calvary Baptist Church, Montego Bay, St James
Guest Presenter at Accounting Seminar	CGA Caribbean (Jennifer Holder)	October 18	Antigua (Declined)
Diaspora Dinner	Phillip Mascoll	October 19	Toronto, Canada
USAID Fraud Awareness Briefing	USAID – Denise Herbol	October 22	US Embassy's Multi-Purpose Room
SDC Parish Conference	SDC & NAPDEC	October 23	SDC Offices, Watson Taylor Park, Hanover
Private Sector Meeting	NIA	October 24	Spanish Court Hotel
RJR Editor's Forum	RJR	October 25	RJR Offices
SDC Parish Conference	SDC & NAPDEC	October 25	Portland
SDC Parish Conference	SDC & NAPDEC	October 28	Trelawny
Address to Sixth Form Students at Tarrant High School on Jamaica's Political History	Esther Tyson	October 30	Tarrant High School, Kingston 10 (To be rescheduled)
SDC Parish Conference	SDC & NAPDEC	October 30	Clarendon (To be rescheduled)
SDC Parish Conference	SDC & NAPDEC	November 4	St. Ann
SDC Parish Conference	SDC & NAPDEC	November 6	St. Thomas
Interview on FREE 88.9FM	FREE 88.9FM- George Young	November 6/13	Tower Street Correctional Facility, Kingston (Declined)
SDC Parish Conference	SDC & NAPDEC	November 7	St. Mary
TI Annual Members Meeting (Presentation on Gendered Corruption, research and advocacy)	TI Secretariat	November 6 – 10	Berlin, Germany
Logistics Hub Symposium	UWI & The Caribbean Maritime Institute	November 9	UWI Mona (Declined)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Forum – Government’s Implementation of the Recommendations of the UN Human Rights Committee	Jamaicans for Justice	November 12	Knutsford Court Hotel, Kingston (Declined)
Keynote Address to Ian Boyne’s Book Launch	Ian Boyne	November 19	Jamaica House, Kingston, Jamaica
Pan American Development Foundation Forum	PADC – Nicole Brown	November 18/19	Kingston, Jamaica (Declined)
Presentation at Guyana TI Fundraising Dinner	Anand Goolsarran – President Guyana TI	November 22	Georgetown
Diamond Programme High School Students’ Leadership Seminar	UWI LEADS	November 22	Mona Campus, UWI
USAID/ Armenia TI CDCS (strategy)	Raymond Morton	November 26 – December 5	Yerevan, Armenia
Lecture on “the Economic Value of Effective Policing”	Bishop Dr. Gary Welsh – National Police College of Jamaica	November 27	Twickenham Park, St. Catherine (Declined – Clashed with visit to Armenia)
Seaview Gardens Community Health Fair	Coreen A. Dennis JP	November 30	Seaview Gardens, Kingston (Declined – Clashed with visit to Armenia)
Guest Speaker at a Political Party Finance Forum	Transparency International TI	December 4	Port of Spain, Trinidad (Declined) Clashed with visit to Armenia: Notes sent on Jamaica’s experience
Stakeholder Engagement Breakfast	Office of Utilities Regulation	December 4	Kingston, Jamaica (Declined – Clashed with visit to Armenia)
11 th EDF Consultation Workshop	GOJ & European Union Cooperation Programme	December 5	PIOJ, Don Mills Training Room
NIA’s 2 nd Anniversary Church Service	NIA	December 8	Sts. Peter and Paul Church, Kingston 6
NIA’s 2 nd Anniversary Gathering on International Anti-Corruption Day	NIA	December 9	Jamaica Conference Centre, Kingston
Stakeholder Engagement Breakfast	Office of Utilities Regulation – Beverly Robinson/Albert Gordon	December 10	Polo Lounge, Jamaica Pegasus Hotel (Declined)
Campaign Finance Forum	NIA and Collaborators	December 11	Faculty of Law Building, UWI Mona
Launch of Dr. Canute Thompson’s Book	Caribbean Leadership Re-Imagination Initiative	December 12	The Centre for Leadership and Governance (Declined)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Guest Speaker at KSA Upliftment Fund and Annual Award Ceremony and Christmas Dinner	KSA Division Upliftment Fund – Patrick Levy	December 19	Victoria House, 11 Lindsay Crescent, Kingston 10 (Declined)
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	January 8	US Embassy, Kingston, Jamaica
SDC Parish Conference	SDC & NAPDEC	January 15	St. Gabriel’s Church Hall, Church St. May Pen, Clarendon
Civil Society Meeting	EU Delegation	January 28	EU Office, 8 Olivier Rd
COMET 2 Meeting	USAID	January 21	NIA
Meeting with OUR Director General re 360MW Project	OUR	February 5	OUR
Heads of Anti- Corruption Agencies	NIA	February 15	Courtleigh Hotel
CYSA Meeting	CYSA- Tamika Peart	February 19	NIA
Community Forum	Trelawny Parish Development Committee	February 20	Trelawny Parish Town Hall (Declined)
The Department of Government High Achievers Forum – “ Vision 2030: The Youths Perspective”	Dr. Waller – Head Dept. of Government	February 20	SSLT, UWI, Mona
Vision 2030 Sensitization	Jamaica Civil and Social Awareness	February 23	Gold Street Police Station (Declined)
Forum: Combating corruption in Jamaica: Challenges and Solutions	The Department of Government- Governance Society	February 26	UWI, Mona
SDC Parish Kingston Conference	SDC & NAPDEC	February 27	St. Andrew Parish Church
Reception with His Honour Judge Hopmeier (Proceeds of Crime Specialist)	High Commissioner – David Fitton	March 6	BHC’s residence
Reception for David Morrison: Assistant Deputy Prime Minister (Americas)	Canadian High Commissioner – Robert Ready	March 13	Seymour Ave, Kingston (Declined)
Prosecutor’s Training Seminar	NIA/ODPP	March 14 -16	Sunset Jamaica Grande
International Anti-Corruption Conference	UCCI	March 17-21	Grand Cayman
Reception at the Governor’s House – Her Excellency Governor Mrs. Helen Kilpatrick	Office of Complaints Commissioner	March 18	Grand Cayman
GOJ National Public Procurement Conference	Cecile Maragh – Snr. Director of Procurement & Policy Unit	March 19-20	Jamaica Pegasus Hotel, Kingston
Presentation on Anti-Corruption work being done in Jamaica	IADB Civil Society Consulting Group – Dorothy Less	March 27	IDB Large Conference Room

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Breakfast Meeting with IDB Representative	IDB- Therese Turner-Jones	March 28	Spanish Court Hotel
Inter-American Convention Against Corruption Committee Review of Jamaica	Attorney General's Chambers	April 1	Attorney General's Office
Mary Seacole 'Women of Excellence' dinner	Hall Manager - Nadine Spence	April 13	Mary Seacole Hall, UWI
Working Groups on the Values and Benefits of Supreme Audit Institutions	Auditor General – Pamela Monroe Ellis	April 15-16	(Declined)
Burger King National Schools Debate Final and Presentation Ceremony	Andre Poyser	April 15	Limelight, Oakton Plaza, Half Way Tree
Citizen Security and Social Cohesion Programme	Dr. Arun Kashyap	April 17	UNDP
Jamaica Independent Schools' Association (JISA) Conference: Transforming our Nation through Values-Based Education	Wesley Curwin Boynes - President	April 23	Holiday Inn, Montego Bay (Declined)
International Women's Forum - Jamaica Chapter	President of Chapter – Minna Israel	April 24	Jamaica Pegasus Hotel
Special Consultation for Stakeholder Groups – Tariff Review for JPS	OUR – Yvonne Grinam Nicholson	April 29	Knutsford Court Hotel (Declined)
WROC Seminar: "Gender and Corruption in Jamaica" – Women Leaders	WROC/ JCSC/NIA	April 30	PCJ Auditorium
World Press Freedom Day Breakfast and Forum	PAJ – Jenni Campbell (President)	May 2	Knutsford Court Hotel
World Press Freedom Day Walk and then luncheon	PAJ – Jenni Campbell (President)	May 3	(Declined)
Employees Values Program – Ethics and Integrity Symposium	Grace Food Processors Canning	May 9	Grace Food Processors Canning 2-6 Twickenham Close Kingston (Declined)
Student Leadership Seminar	Dexroy Martin – Resident Advisor	May 19	Irvine Hall, UWI
TI Mid Term Review – Consultant Visit	Marta Erquicia	May 19 - 20	NIA Office and various locations
Governance Thematic Working Group Meeting	Minister Noel Arcsott	May 21	Conference Room D Ministry of Local Government
EU Country Roadmaps for Engagement with Civil Society	European Union	May 22	EU Delegation
Third Annual African Liberation Day Celebration	Mayor Angela Brown Burke	May 24	St. William Grant Park (Declined)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Joan Duncan Memorial Leadership, Ethics and Values Lecture	Head of School – Michael Steele	May 28	University Technology Innovation Centre
Gender and Corruption Seminar - Journalists	WROC/JCSC/PAJ/ NIA	May 29	Knutsford Court Hotel
Employees Values Program – Ethics and Integrity Symposium	Grace Food Processors Canning	June 12	Grace Food Processors Canning 2-6 Twickenham Close Kingston
Meeting Concerned Civil Society Actors on Energy/MW project	JCSC	June 13	Private Residence
Resident Magistrates Training Seminar	NIA/ Chief Justice/ US Embassy	June 13-15	Jewels Runaway Bay
Workshop & Police Youth Club Planning	COMET	June 17	COMET Office
International Women's Forum Presentation - Jamaica Chapter	President of Chapter – Minna Israel	June 26	Jamaica Pegasus Hotel
Luncheon in Honour of Madame Christine Lagarde	Dr. the Honourable Peter Phillips	June 27	The Pegasus
Friedrich Ebert Stiftung Leadership Development Programme – “Doing Politics Differently –Transparency”	Director - Judith Wedderburn	June 28	Terra Nova Hotel
Citizens Journalism Workshop	COMET II	June 30	UWI
238 th Anniversary of the Independence of the United States of America	Elizabeth Lee Martinez Charge d’ Affaires a.i. and Donald Pohlman	July 3	US Embassy (Declined)
Friedrich Ebert Stiftung Leadership Development Programme – “Doing Politics Differently –Transparency”	Director - Judith Wedderburn	July 6	Alhambra Hotel
3 rd Annual Prosecutors Training Seminar	NIA/CMS/JTI	July 18-20	Jewels Hotel, Runaway Bay
Police Youth Club Camp	COMET II	July 27 – Aug 2	(Declined)
Joint Meeting with the Rotary Club of Portmore and Rotary Club of Trafalgar New Heights		August 20	Jamaica Employers Federation, Ruthven RD
ALPART Community Council	Camilla Blake - Project Administrator	August 22	ALPART Sports Club, Nain St. Elizabeth
Clarendon Local Sustainable Development Plan (CLSDP) Sector Group meeting	Melbourne McPherson - Project Manager	September 3	CLSDP Secretariat Conference Room
National Consultations on the Post – 2015 Development Agenda	Colin Bullock Director General	September 4	PIOJ (Declined)
IDB Country Office Consulting Group	Therese Turner – Jones Country Representative	September 11	IDB
Presenter at the International Conference on the Westminster Model in the Caribbean	Prof. Brian Meeks	September 11	UWI, Mona

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Invitee to ILead Education Programme Launch	Jamaica National Foundation and Ministry of Education	September 16	Terra Nova hotel
Remarks at World Economic Forum Global Shapers, Kingston Hub launch	Curators Nigel Clarke and Gordon Swaby	September 16	British High Commissioner’s Residence
Presenter at the National Police College of Jamaica – Faculty of Leadership and Professional Development :“Personal Effectiveness for Managers”	Superintendent Terrence Bent	September 19	National Police College of Jamaica
Keynote Address to the Junior Election Professionals Initiative	Jonathan Milligan, Programme Officer	September 22	Pegasus Hotel
Discussant at the Junior Election Professionals Initiative	Jonathan Milligan	September 23	Pegasus Hotel
Presentation to USAID’s COMET II Stakeholders	Doug McCaffery, COP, COMET II	September 23	Don Mills Training Room, PIOJ Offices, Kingston
ALPHA High School Parent Teacher’s Association	Mackran Singh, Principal, Alpha Academy High	September 24	ALPHA High School
St. Andrew Lay Magistrates Association	Hon. Marigold Harding Custos of St. Andrew	September 27	Police Officers Club
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	September 30	NIA’s Office via Telephone
FY 2015			
Presentation to JBA-JIFS Anti-Money Laundering Conference on “Financial Integrity – the Pulse of Economic Prosperity”.	Darlene Jones, Director of the JIFS	October 13, 2014	Knutsford Court Hotel, Kingston (Rescheduled)
Transparency International Annual Membership Meeting	Alejandro Salas, TI Americas Regional Director	October 15 - 20	Berlin, Germany
BBC Interview	Ruth Mayer Assistant Producer	October 24	Via telephone
Gleaner Editors’ Forum	PR Consultant	October 29	Gleaner Offices, Kingston (Postponed)
Keynote Speaker at Munro College Awards Ceremony	Alcia Morgan Bromfield – Vice Principal	November 14	Munro College, Malvern, St. Elizabeth
Keynote Speaker at the National Neighbourhood Watch Conference	Doug McCaffery Chief of Party, COMET II	November 15	National Police College of Jamaica, Spanish Town, St. Catherine

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Guest Presenter at the W.D. Carter Lecture	NCU – Marjorie Buckley	November 20	Northern Caribbean University, Manchester (Postponed)
The launch of the “The Access Initiative Regional Meeting & Development Alert!”	Diana McCauley - CEO	November 20-21	Terra Nova Hotel
Collaboration – Journalism Week with the Press Association of Jamaica: “Investigating Financial Crimes”	PAJ/NIA/US Embassy	November 24	November 24, 9am Knutsford Court Hotel
Prosecutorial Forum with Assistant US Attorney Juan Antonio Gonzales	NIA	November 24	Courtleigh Hotel, New Kingston
Jamaica Bankers Association Meeting	JBA – President, Lloyd Parchment	November 25	PSOJ Offices
Keynote Speaker – Annual Banquet of the St. James Lay Magistrates Association of Jamaica	Claudette Bryan - President	November 29	Montego Bay Convention Centre
Launch of Mentorship Program – NMLS Class of 2014 Reception – Jamaica Bar Association	President – Donovan Walker	December 2	ATL Autohaus, Kingston 5
Appearance on TVJ’s Smile Jamaica	TVJ	December 3	TVJ Studios, Kingston
Launch of the POCA Manual	NIA	December 3	Faculty of Law, UWI Mona
Stakeholders Roundtable on POCA	NIA	December 4	Faculty of Law, UWI Mona
Keynote Speaker and Panel Moderator in the IDB’s Commemoration of the 2014 International Anti-Corruption Day	Beatriz Gómez, Operations Specialist, Caribbean Country Department	December 5	Miami, USA
Presentation to JBA-JIFS Anti-Money Laundering Conference on “Financial Integrity – the Pulse of Economic Prosperity”.	Darlene Jones, Director of the JIFS	December 9	Knutsford Court Hotel (Declined)
NIA’s 2 nd Documentary Launch	NIA	December 9	Palace Cineplex, Liguanea
Gleaner Editors’ Forum	Gleaner Editors	December 10	Gleaner Offices, Kingston
Open Forum – Jamaica’s Capability and Readiness to implement an Open Data Framework	Technical Advisor - MSTEM	December 10	PCJ Auditorium (Declined)
Dinner at Ambassador’s Amadei	Ambassador Amadei – EU Delegation	December 11	Ambassador’s Residence (Declined)
St. Maarten NIS Workshop	Max Heywood - TI Regional Coordinator	December 12	St. Maarten (Declined)
NIA 3 rd Anniversary Church Service	NIA	December 14	Boulevard Baptist Church
Presentation to Joint Select Committee of Parliament Reviewing the Integrity Commission Act	Parliamentary Clerks	December 16	Gordon House, Kingston

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
POCA Training Seminar	NIA/FID/MOCA	December 16-17	Jamaica Pegasus Hotel, New Kingston (Postponed)
Luncheon in Honour of Mr. Louis Moreno, President of the IDB	Dr. the Hon. Peter Phillips	December 19	Jamaica Pegasus
Presentation to Junior Chamber International	Josimar Scott, President of JCI, St. Andrew	January 13	Ficus Room, Liguanea Club, New Kingston (Postponed)
Guest Presenter at the W.D. Carter Lecture	Majorie Buckley – Coordinator, W.D. Carter Centre	January 21	NCU
POCA Training Seminar	NIA/FID/MOCA	January 26 & 27	Jamaica Pegasus Hotel, New Kingston
Screening of NIA’s 2 nd Documentary	NIA/Irvine Hall	January 28	UWI, Mona
Consultation to assist in developing a Competency Profile Instrument for Boards of Public Bodies in the Jamaican Public Sector	MIND – Management Institute for National Development	February 12	NIA
DFID End of Project Review	NIA/ DFID	February 12 – March 4	Various
Guest Speaker at St. Catherine Lay Magistrates Association	Phillip Keane Dawes, President	February 14	Arian’s Restaurant, Twickenham Park (Deferred)
Guest Speaker at Wycliffe Caribbean Partners in Bible Translation Event	Ruth Smith-Sutherland, Director of Operations	February 13-14	Terra Nova/Guardian Life Conference Room
Dinner at Ambassador’s Amadei	Ambassador Amadei – EU Delegation	February 17	Ambassador’s Residence
Debate on Ethics and Leadership	NIA/Irvine Hall	February 23	Irvine Hall, UWI Mona
Screening of NIA’s 1 st Documentary at Caribe’s Film Festival	Lukkee Chong – Frame by Frame	February 28	Miami, Florida
Dinner discussion in honour of visiting British Official, Mr. Paul Carter, Head of the Caribbean Team in the Americas Directorate of the Foreign Commonwealth Office	British High Commissioner David Fitton	March 2	Trafalgar House, 28 Trafalgar Road
Presentation to COMET II Citizen’s Journalism Workshop	Jennifer Grant – Culture of Lawfulness Component Coordinator	March 2	Elleston Road Police Station
Screening of NIA’s 1 st Documentary	NIA/Chancellor Hall	March 4	UWI, Mona
PIOJ Health and Information Fair	Charmaine Muirhead - PIOJ	March 4	Tivoli Gardens Community Centre

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Guest Judge at Burger King National Debating Competition	Sabrena McDonald – Marketing Manager	March 4	Caenwood Centre
CSR Forum – “Self Regulating the financial market through CSR to support sustainable development”	Canadian High Commissioner – Robert Ready	March 5	Spanish Court Hotel
Presentation to COMET II Citizen’s Journalism Workshop	Jennifer Grant – Culture of Lawfulness Component Coordinator	March 9	UTech Campus, Montego Bay
VIP Reception to Celebrate our Jamaican Partners in Sports as part of Canada’s Year of Sport 2015	Canadian High Commissioner – Robert Ready	March 9	Official Residence 14 Seymour Avenue
Cocktail Reception to launch the OCG’s Inaugural Fraud and Anti-Corruption Conference – “Confronting Corruption: Empowering a Generation, Transforming a Nation”	British High Commissioner – David Fitton	March 9	Trafalgar House 28 Trafalgar Road
Presentation at the OCG’s Inaugural Anti-Corruption Conference	OCG	March 10	Knutsford Court Hotel
Screening of NIA’s 2nd Documentary	NIA/ABC Hall	March 10	UWI, Mona
Courtesy Call on the GG with the Head of TI, Mr. Jose Ugaz	UTECH/NIA/TI	March 16 (8:45am)	King’s House
Courtesy Call on the PM with the Head of TI, Mr. Jose Ugaz	UTECH/NIA/TI	March 16 (9:30am)	Jamaica House
Courtesy Call on the Leader of the Opposition with the Head of TI, Mr. Jose Ugaz	UTECH/NIA/TI	March 16 (3:30pm)	Leader of the Opposition’s Office
Courtesy Call on the US Ambassador with the Head of TI, Mr. Jose Ugaz	UTECH/NIA/TI	March 16 (11am)	US Embassy
Luncheon at UTECH with the Head of TI, Mr. Jose Ugaz and high ranking law enforcement and justice sector members	UTECH/NIA/TI	March 16 (noon)	UTECH
UTECH/ NIA Summit	UTECH/NIA/TI	March 16 (6pm)	UTECH Campus
Guest Speaker at the Association’s 22 nd Annual General Meeting	Association of Past Members of the Jamaica Constabulary Force – Rudolph Hamilton (President)	March 21	Police Officer’s Club (Declined)
Guest Speaker at the 10,000 Men and their families March	Bishop Rowan Edwards	March 22	Spanish Town, St. Catherine

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Guest Judge at Burger King National Debating Competition Semi-final Matches	Sabrena McDonald – Marketing Manager	April 1	TVJ Studios
Screening of NIA’s 1st Documentary	NIA/ABC Hall	April 7 (9pm)	UWI, Mona (Postponed)
Tea with Governor General Sir Patrick Allen	Governor General – Sir Patrick Allen	April 9 (4pm)	Kings House (Postponed)
Attendance at Youth Town Hall Meeting Addressed by US President Barack Obama	USAID	April 9	Assembly Hall, UWI Mona
Keynote Speaker at the Opening Ceremony of St. Mary’s University of Minnesota’s 6 th Annual Spring Conference	Sandra Hamilton – Coordinator – M Ed Jamaica	April 11, 2015	Golf View Hotel, Mandeville (Declined)
Guest Judge at Burger King National Debating Competition Final Match	Sabrena McDonald – Marketing Manager	April 15	TVJ Studios
Presentation to Monthly Meeting of the Kiwanis Club of North St. Andrew	Ret. Justice Ian Force	April 16	Police Officers’ Club, Kingston (6.30pm)
Parliamentarians’ Luncheon honouring the Most. Hon. PJ Patterson on the occasion of his 80th birthday	Minister Phillip Paulwell	April 17 (1pm)	Devonshire Restaurant, Devon House, Kingston
Presentation & Booth at The UWI Faculty of Law Inaugural Symposium on Law, Governance and Society	Dr. Shazeeda Ali – Deputy Dean of UWI Mona Faculty of Law	April 24-26	Hyatt Ziva Hotel, St. James
Tea with Governor General Sir Patrick Allen	Governor General – Sir Patrick Allen	April 30	Kings House
Attendance at Panel Discussion in Observance of World Press Freedom Day	Dionne Jackson Miller, President PAJ	May 4	CARIMAC, UWI Mona
Guest Speaker at St. Catherine Lay Magistrates Association	Phillip Keane Dawes - President	May 9	Arian’s Restaurant, Twickenham Park (Postponed)
Meeting with Jamaica Customs Anti-Corruption Committee	Major Richard Reese, Commissioner of Customs	May 18	Jamaica Customs Agency, Newport East Kingston 15
Presentation at Irvine Hall Committee Retreat on “Leadership and Ethics”	Simone Williams - SSDM	May 18	Irvine Hall, UWI
Presentation at the Chancellor Hall Committee Retreat on “Transparency and Accountability”	Aujae K. Dixon – Hall Chairman	May 19	Chancellor Hall Committee Office

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Remarks at COMET II Handover of Community Based Policing Materials to JCF	Ian McKnight – Chief of Party	May 20	Police Officers Club
Guest Panelist at the annual Joan Duncan Memorial Leadership, Ethics and Values Lecture	Michael Steele, Head of Joan Duncan School of Entrepreneurship, Ethics & Leadership, UTECH	May 20	UTECH’s Technology Innovation Centre, UTECH Campus, Papine (Declined)
Social Auditing Training #1	NIA/Terri-Ann Gilbert Roberts	May 26-27	Four Seasons Hotel, Kingston
Primary Speaker at the Opening of the Spa at the Liguanea Club – “Wellness, It Should be a Way of Life”	Managing Director – James Samuels	May 27	Liguanea Club (Declined)
Joint Select Committee of the Houses of Parliament on the “Integrity Commission Act, 2014”.	Alicia Forrest – Committee Clerk	May 27	Gordon House
NIA-ECJ Townhall Series #1 – Montego Bay	NIA/Mrs. Dorothy Pine-McLarty, Chair of the ECJ	May 28	Montego Bay Community College
Social Auditing Training #2	NIA/Terri-Ann Gilbert Roberts	May 29-30	Four Seasons Hotel, Kingston
Guest Speaker at Wilton Park Meeting – “Caribbean 2030: New Thinking for a New Generation”	Robin Hart – Director of Programmes	June 1 - 3	Wiston House, West Sussex, UK
Opening Session and Dinner Reception for the “International Conference on Strengthening Legislative Oversight for Fostering Accountability, Transparency and Sustainable Growth	Juliet Williams – World Bank Event Coordinator	June 2	Jamaica Pegasus Hotel (Declined)
International Conference on Strengthening Legislative Oversight for Fostering Accountability, Transparency and Sustainable Growth	Juliet Williams – World Bank Event Coordinator	June 2 - 4	Jamaica Pegasus Hotel (Declined)
4 th Annual Prosecutors’ Training Seminar	NIA/OCJ	June 5 -7	Jewel Runaway Bay Hotel, St. Ann
Remarks at Launch of LAPOP 2014 Survey Report	Dr. Balford Lewis, Co-Author of Survey and Denise Herbol, USAID Mission Director	June 10	Jamaica Pegasus Hotel
Presentation to St. Andrew Park Citizens’ Association	Barbara Chin, St. Andrew Park Citizens Association	June 11, 2015	Home of Mrs. Barbara Chin, St. Andrew Park
Luncheon in Honour of Mrs. Scarlett Gillings on her retirement	Prime Minister – The Most Hon. Portia Simpson Miller, ON, MP	June 17	Mona Visitors’ Lodge and Conference Centre (Declined)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Exhibitor at the Unite for Change Movement to its 2 nd National Forum on Youth Violence Prevention – “Do the Right Thing: Volunteer in Protecting Our Children”	Nadia Morris – Programme Development Specialist	June 19	Jamaica Conference Centre
Keynote Speaker at the Governor’s Symposium 2015 – “Governance: the value of Checks and Balances”.	The Governor of Sint Maarten – E.B. Holiday	June 19	Sint Maarten
Commonwealth Caribbean Association of Integrity Commissions and Anti-Corruption Bodies Conference	Dr. Roger Koranteng – Adviser, Governance and Anti-Corruption	June 22 - 26	Grenada (Declined)
The Inaugural Lecture in the Distinguished Lecture Series	Deputy Dean, Faculty of Law – Dr. Shazeeda Ali	June 24	Law Lecture Theatre Two (Declined)
IDB video conference – Diaspora in Development Forum	Dorothea P. Less – Records Assistant	June 24	Large Conference Room
CSR Forum and Reception – “A Social Licence to Operate: The Case of Mining”.	High Commissioner of Canada to Jamaica – His Excellency Robert Ready	June 25	Mona Visitor’s Lodge and Conference Centre
Invitation to a Dialogue on Crime and Poverty – Ministry of National Security through the Unite for Change movement	Minister of National Security – Peter Bunting	July 2	Ministry of National Security
239 th Anniversary of the Independence of the United States of America	US Ambassador - Luis G. Moreno	July 2	Residence of the Ambassador
Chairing book launch of Norman Manley biography : ' <i>Norman Manley, the making of a nation</i> ' by Arnold Bertram	Arnold Bertram	July 4	(Postponed)
OCG/NIA Essay and Poster Competition Awards Ceremony	NIA/OCG	July 9	Courtleigh Hotel
Farewell Drinks Reception for Dr. Daniel Arghiros and Ms. Antonette Grant	Deputy British High Commissioner – Julia Sutherland	July 9	British High Commissioner’s Residence
4 th Annual Resident Magistrates’ Training Seminar	NIA/OCJ	July 10-12	Jewel Runaway Bay Hotel, St. Ann
2 nd Induction Ceremony & Training event for NIA members	NIA Event	July 18	Jamaica Pegasus Hotel, Kingston
USAID in Collaboration with COMET II – two day Community Journalism workshop : “Developing Support for Rule of Law: Creating a Culture of Lawfulness”	Jennifer Grant – Public Outreach Specialist	July 21 – 22	July 21 – Kingston (Accepted) July 22 – Montego Bay (Declined)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Conduct a rap session at the Training Session National Police Youth Club Annual Leaders Camp – “Empowering Leaders”.	Assistant Commissioner of Police – Community Safety and Security Branch	July 22	Dinthill High School, Linstead
ECJ/NIA Townhall Meeting – “Respect Your Vote, Your Right, Your Responsibility	NIA/ECJ	July 23	Port Antonio High School Auditorium
Inter-American Development Bank Civil Society Organisation (CONSOC) – One Day workshop on “The Fundamentals of the Energy Industry for Non – Technical Professionals”	Lumas Kendrick – Energy Senior Specialist	July 23	Lecture Theatre 9 University of Technology, Papine, St. Andrew
Speaker at the UTech Academic Staff Union Annual General Meeting	Joan Lawla - President	July 27	Jamaica Conference Centre
Governor General’s National Independence Day Ceremony	Governor General – Sir Patrick Allen	August 6	King’s House, Hope Road, Kingston (Declined)
INDECOM’s Church Service	Commissioner of INDECOM – Mr. Terrence Williams	August 9	Savanna-la-Mar Methodist Church (Declined)
Presentation to the Annual Office of Student Services and Development Student Leaders’ Conference 2015: “ Leadership for Generation 2.0 ” - “Human Rights and Integrity in Governance”.	Student Services and Development Manager of Mary Seacole Hall – Nadeen Spence	August 14	Social Sciences Lecture Theatre, UWI, Mona
Partnership and presentation at 10,000 Man March – St. James	Bishop Rowan Edwards/ Rev Everton Jackson	August 16	Dump-up Beach, Montego Bay, St. James
Presentation to Police Officers on Corruption and the Public Sector at the National Police College	Coordinator – Maxine Reaves	August 17	National Police College of Jamaica – Twickenham Park
Presentation to Cassia Park Citizen’s Association – “ <i>What is Corruption and How Does it Affect You</i> ”	Keno Brown - NIA member & President of the Cassia Park Citizen’s Association	August 19	15 Verene Avenue, Kingston
Rex Nettleford Hall Open House (NIA Booth)	Keleisha Carter – Hall Chairman	August 27	Rex Nettleford Hall
Transparency International, Annual Members’ Meeting & International Anti-Corruption Conference	TI Secretariat	August 28 – Sept 4	Putrajaya, Kuala Lumpur, Malaysia
NIA 3 rd Membership Induction Ceremony and Communication Training Workshop	NIA	September 12	Jamaica Pegasus Hotel, Kingston

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
1 st JCF Training on Committal Proceedings	NIA/JTI	September 19-20	Jewel Runaway Bay, St. Ann
Guest Speaker for St. Mary Students' Council Forum	Omar Marston - Youth Empowerment Officer, St. Mary	September 22	Iona High School, Tower Isle, St. Mary (Declined)
Presentation to Internal and External Affairs Committee of Parliament on Private Member's Motion 22/2013	Chesanne Brandon - Committee Clerk, Gordon House	September 22	Gordon House, Kingston
3 rd ECJ/NIA Townhall Meeting – "Respect Your Vote, Your Right, Your Responsibility"	NIA/ECJ	September 23	Manchester High School, Mandeville
Panelist – Special Youth Lecture	Sean Davis – National Youth Council of Jamaica	September 29, 2015	IYF Centre, Vineyard Town, Kingston (Declined)
FY 2016			
IDB ConSoc Group Meeting "Access to Information and Energy"	Dorothea Less - Civil Society Support, IDB	October 1, 2015	IDB Office, Kingston
RJR Editors' Forum	Alton Davis -	October 2	RJR Offices, Kingston
Student Forum – "Every Vote Counts: Youth Apathy in Voting"	Lavern King - Vice President, UWI Mona Guild of Students	October 6	Undercroft of the Senate Building, UWI
Guest Presentation – ABC Hall 'Senior Years Programme'	Nicolette Wilson	October 7	ABC Hall of Residence, UWI Mona (Postponed)
Cornwall County Conference, Governor General's Programme of Excellence	Governor General, Sir Patrick Allen	October 8	Grand Palladium Hotel, Hanover
2nd JCF Training on Committal Proceedings	NIA/JTI	October 10-11	Jamaica Pegasus Hotel, Kingston
Keynote Presentation to Jamaica Bankers Association 4 th Annual AML/CFT Conference	Fiona Briscoe, Senior Compliance Manager, National Commercial Bank	October 12	Jamaica Pegasus Hotel, Kingston
Presentation to Guild Council on Issues of Leadership and Governance – "Transparency, Accountability and Integrity"	Davianne Tucker- Guild President UWI, Mona	October 14	UWI Mona Campus, Students' Union (Postponed)
Presentation to Staff on Professional Development Day – The urgency of the Integrity Agenda	Grace Baston - Principal	October 15	Campion College, Kingston
Keynote Presentation to UWI Leads Social Justice and Change Programme on Anti-Corruption and Campaign Financing	Nadeen Spence – Student Service and Development Manager, Mary Seacole Hall	October 15	Faculty of Law, Lecture Theatre 1 (Postponed)

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Council of Advice and the General Audit Chamber and the Ombudsman – “Information Village”	Sherista Stroop - Administrator	October 16	Sint Maarten (Declined)
Advocacy Training Seminar for Crown Counsel on ‘Lottery Scamming’	Claudette Thompson, Deputy Director of Public Prosecutions	October 16-18	Jewel Paradise Cove, St. Ann
Ceremony of Investiture and Presentation of National Honours and Awards	Governor General, the Hon. Sir Patrick Allen	October 19	Kings House - Exec. Director receiving Order of Distinction in the Rank of Commander (CD)
Middlesex County Conference, Governor General’s Programme of Excellence	Governor General, Sir Patrick Allen	October 22	Golf View Hotel, Manchester
NIA-SDC Community Health Fair	NIA	October 22	Maggotty High School Auditorium, St. Elizabeth
Surrey County Conference, Governor General’s Programme of Excellence	Governor General, Sir Patrick Allen	October 29	Crest Hotel and Conference Centre, Fairy Hill, Portland
Guest Judge at Burger King Prep/Primary Debating Competition	Sabrena McDonald - Sales Manager Burger King	October 29	St. Andrew High School for Girls
Greetings at NPSC National Press Conference	Dr. Patrice Charles – CEO, National Parenting Support Commission	October 30	Spanish Court Hotel, Kingston
Attendance at NPSC National Church Service	Dr. Patrice Charles – CEO, National Parenting Support Commission	November 1	Fellowship Tabernacle Church, Kingston
Presentation to Guild Council “Integrity Management: Guidelines for Leadership & Good Governance”	Davianne Tucker- Guild President UWI, Mona	November 3	Guild Conference Room, Students’ Union, UWI Mona
Attendance and exhibition/booth at 6 th Meeting of the CBSI Working Group on Crime Prevention	Major General S. E. Saunders, Permanent Secretary MNS	November 3-4	Jamaica Pegasus Hotel, Kingston
NIA-SDC Community Health & Information Fair	NIA	November 5	Douglas Clarke Community Centre in Islington, St. Mary
3 rd JCF Training on Committal Proceedings	NIA/JTI	November 6-8	Hilton Hotel, St. James
Guest Presentation – ABC Hall ‘Senior Years Programme’	Nicolette Wilson	November 11	ABC Hall of Residence, UWI Mona
Guest Speaker – Moneague College’s “Aubrey Phillips Lecture 2015”	Muffet Llewellyn – Senior Lecturer	November 12	Moneague College, St. Ann

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
Screening of “Building Integrity” Documentary to Club Billionaire & ACRM at UTECH	Nikita Billett – President, Club Billionaire & Kemo Fong – President, ACRM	November 12	Lecture Theatre, UTECH
Social Audit Workshop	NIA	November 14	NIA Offices
Presentation to ‘138 Hall’ UWI, Mona	Franz George – Resident Advisor, 138 Hall	November 15	138 Hall, UWI, Mona
Reception in Honour of EU Director of Cooperation with LAC	Ambassador Paola Amadei – EU Delegation	November 16	Jamaica Pegasus Hotel, Kingston
USAID Photography Workshop	Kimberley Weller, USAID	November 17	Knutsford Court Hotel, Kingston
Town Hall Screening of “Building Integrity” Documentary to Rex Nettleford Hall	Chantell Stewart – Deputy Hall Chair, Rex Nettleford Hall	November 18	Rex Nettleford Hall, UWI Mona
Keynote Presentation to UWI Leads Social Justice and Change Programme on Anti-Corruption and Campaign Financing	Nadeen Spence – Student Service and Development Manager, Mary Seacole Hall	November 19	Faculty of Law, Lecture Theatre 1
International Development Partners’ Roundtable	NIA/USAID	November 24	Courtleigh Hotel, Kingston
Attendance at start of Parliamentary Debate on Campaign Finance Reform Bill	NIA	November 24	Gordon House, Kingston
Meeting to Discuss OAS-NIA Cooperation	Jeanette Van Glaanenweygel, OAS Rep. to Jamaica	November 25	NIA Office, Kingston
PIOJ - Dialogue for Development	Colin Bullock – Director General, PIOJ	November 25	Jamaica Conference Centre, Kingston <i>(Declined)</i>
Presentation to Rex Nettleford Hall 2 nd and 3 rd Year Programme on “Ethical Leadership for Change”	Dian Bailey – Programme Coordinator	November 25	Rex Nettleford Hall, UWI Mona
Advocacy Training Seminar for Crown Counsel on the ‘Anti-Gang’ Law	Claudette Thompson, Deputy Director of Public Prosecutions & COMET II	November 27-29	Jewel Runaway Bay, St. Ann
NIA 4 th Member Induction Ceremony	NIA	November 29	Jamaica Pegasus Hotel, Kingston
Invitation to serve on a Commonwealth Election Observer Mission for elections in the Seychelles	Martin Kasirye, Head of the Commonwealth Secretariat’s Electoral Support Section	November 27 – December 11	Seychelles, East Africa <i>(Declined)</i>
4 th JCF Training on Committal Proceedings	NIA/JTI	December 4-6	Jewel Runaway Bay, St. Ann
CSJP Unity Park ‘Hanover’	Nadia Morris – CSJP	December 5	Watson Taylor Park, Hanover

Nature of Occasion	Host/Person Making Request/Collaborator	Date	Venue
EU Informal Discussions with Civil Society Organisations	Anna Abela – EU Delegation	December 7	EU Delegation Office, Kingston
Finals of Burger King Prep/Primary National Debating Competition	Sabrena McDonald – Sales & marketing Manager, Burger King	December 8	TVJ Studios, Kingston
OCG’s International A/C Day Billboard Unveiling	Contractor General Dirk Harrison	December 9	Pulse Complex, Trafalgar Rd. Kingston
CSJP Unity Park ‘St. James’	Nadia Morris – CSJP	December 12	St. James
NIA 4 th Anniversary Church Service	NIA	December 12	Andrews Memorial SDA Church, Hope Road, Kingston
5 th JCF Training on Committal Proceedings	NIA/JTI/COMET II	December 12-13	Jamaica Conference Centre, Kingston
Closing Ceremony for Police Trainings	NIA/COMET II	December 13 (3pm)	Jamaica Conference Centre, Kingston
Founder’s Week 2016 – Annual Archbishop Samuel E. Carter, S.J., Lecture: “Character Formation in 21 st Century Education”	Grace Baston – Principal, Champion College	January 6	Champion College
Presentation on ‘Volunteerism and Community Responsibility’ to St. Mary PDC	Dorrel Hartley – Administrator, St. Mary PDC	January 7, 2016	St. Mary Civic Centre, Pt. Maria (Declined)
Reception to say Thank You and Goodbye	Amabassador EU Delegation – Paola Amadei	January 18	Pegasus Hotel, Kingston
Launch of Prosecutor’s Manual	Paula Llewellyn - DPP	January 19	Jamaica Pegasus Hotel
Press Conference to Launch Transparency International’s 2015 Corruption Perceptions Index	NIA	January 27, 2016	Knutsford Court Hotel