

2010

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MID-YEAR REPORT COP EVALUATION

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CoP Community of Practice

CSJP Citizen Security and Justice Programme

GOJ Government of Jamaica

IDP International Development Partner

JamPfP Jamaica Partners for Peace

JSIF Jamaica Social Investment Fund

JVPPSD Jamaica Violence Prevention Peace and Sustainable Development

KM Knowledge Management

PIOJ Planning Institute of Jamaica

TOR Terms of Reference

UN United Nations

UNDP United Nations Development Fund

UNICEF United Nations Children's Fund

UNIFEM

United Nations Development Fund for Women

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EXECUTIVE SUMMARY

The present Community of Practice (CoP) set up by the Jamaica Partners for Peace (JamPfP) has been developed in response to; [a] the current challenges facing the nation with regard to law, order, violence and the perceived low levels of social justice in the country and, [b] the poor level of co-ordination of activities in the sector. This initiative represents voluntary members who stay connected usually through an email list service, an online community library and direct sharing of information through blogs, queries, responses to queries and a webpage dedicated specifically to the other intellectual needs of members. Through this medium (and periodic face to face meetings of stakeholders) members attempt to build trust and strengthen the identity of the group.

The CoP currently comprises nine (9) core resource group members (including the Facilitator) who are not only custodians of the CoP but are also responsible for reinforcement of standards, promotion of exchanges, and direct engagement of community members

Evaluation findings show that members do not believe enough time has passed to achieve the expected benefits as laid out in the quarterly and annual plans. Respondents believe that the CoP has provided knowledge to all sector participants over the last year. They state that this is evidenced by the community library and also the blogs and e-discussions. They however do not feel that this has yet materialized into other key objectives such as assisting to solve problems, joint programming and greater liaison among stakeholders. In addition respondents have put forward names of other individuals who must be included in the CoP. These include policy makers and other field practitioners.

The Violence Prevention Alliance, University of the West Indies, the Social Development Commission, and the Ministry of National Security are institutions who are seen as potential long term hosts of the CoP. However there is a consensus among respondents that more needs

to be done with regard to capacity building for any of these organizations if they are to be selected or even considered as the local host. The current membership is 104 members. The site has an average 19 views per day. Of the membership less than 25 per cent can be seen as active members. The typical member however does not make many comments but a typical blog or essay will be viewed. To date there are only two queries.

1.0 INTRODUCTION

Jamaica is currently facing serious challenges with regard to security, crime and violence. Security and justice have therefore been identified by the Government of Jamaica (GOJ) and International Development Partners (IDPs) as one of the priority issues to be addressed in the country. Jamaica has had one of the highest murder rates in the world according to United Nations (UN) reports. Murders currently average approximately 1600 per year – a murder rate of almost 60 per 100,000 people.

Another challenge faced by sector stakeholders is the fact that the activities of institutions working in the areas of security and justice are poorly co-ordinated. This may be attributed to the fact that there is the lack of a knowledge management (KM) strategy to assist in harnessing existing knowledge and experience, share best practices, and identify lessons learned by all national partners. The *“Jamaica Violence Prevention, Peace and Sustainable Development Programme”* identified the need for such a KM approach. On this basis, UNDP and UNICEF proposed that the idea of developing a Community of Practice (CoP), be explored given their proven effectiveness globally.

UNICEF and UNDP jointly organized an exploratory mission (from 16 to 20 June 2008) to assess the need for a national **CoP** on security, justice and peace to be built in Jamaica. The UNDP has had experience of developing highly successful global CoPs as well as national ones in India and Bhutan. As a result of deliberations and conceptual fine tuning the CoP for social justice, crime and violence was officially set up in November 2009, with the launch of the first query and a public event supported by representatives of government agencies, civil society and academia.

¹ It is at this point that stakeholders desire a mid-term and final evaluation of the initiative.

¹ Note that with regard to a detailed timeline to develop the CoP the following occurred:

1. A needs assessment mission was undertaken June 16-20 2008
2. Development of a concept paper from which stakeholders gave feedback was finalized on July 7 – August 11 2008

Stakeholders are also at this point moving to make the CoP a national initiative using a local host instead of the current situation where the UNDP performs these duties.

1.2 Project Objectives & Targets

The overall goal of the monitoring and evaluation consultancy is to assess the effectiveness and impact of the platform in addressing needs and concerns of community members and its relationship to the overall achievement of the JVPPSD Outputs. The main objectives of the evaluation consultancy are:

1. To assess the growth, effectiveness, efficiency, impacts and relevance of the platform to community members;
2. To identify the strengths and weaknesses of the CoP and come up with findings, lessons and recommendations to guide and inform future work with special focus on the delivery of capacity building activities.

1.3 Scope of Work of the Evaluation

The evaluation is intended principally for learning and accountability purposes. It is expected to generate relevant findings, lessons, and recommendations, which will be shared with key stakeholders of the project. The evaluation will also assess the performance of the project against key parameters including the project's relevance, effectiveness, efficiency, sustainability, timelines of activity implementation, and its strengths and weaknesses.

The overall goal of the JamPfP monitoring and evaluation consultancy is to assess the effectiveness and impact of the platform in addressing needs and concerns of community members and its relationship to the overall achievement of the JVPPSD Outputs, in particular

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3. Multi-stakeholder endorsement of the concept and endorsement of issues on September 17, 2008
 4. Development of a work plan for the implementation of the CoP initiative – September 2008
 5. Needs assessment on existing IT requirements and system testing – September – October 2008
 6. Recruitment of Facilitator – August 2009

Output 3. The evaluation of the CoP consists of two major deliverables, a mid-year evaluation report and an end-of-year evaluation report:

2.0 TECHNICAL APPROACH TO THE ASSIGNMENT

2.1 Document Reviews & Secondary Collection

A detailed checklist was made of all documents and data collected from UNDP files and stakeholder partner reports. These included but were not limited to:

- All conceptual reports detailing project initial data,
- Journals and newsletters on information technology, social networking sites, criminology, social justice and the judiciary.

2.2 Primary Data Collection

The data collection from source was done through interviews and continuous follow up with the CoP facilitator, structured interviews with implementing partners and questionnaires sent out to members. Details of these are shown in **Appendix II**

2.3 Data Analyses

2.3.1 Qualitative

- Narratives – this will be a response from expert opinion especially from those stakeholders who created and promoted the CoP
- Fishbone Analyses – this will examine root causes for challenges currently faced by the CoP and its partners and the source of these challenges and the best way to solve them.
- SWOT Analyses – overall macro and corporate environment in which the CoP operates and the challenges and opportunities it faces. This will be crucial especially for TOR requests such as making recommendations for lessons learnt.
- Logical Framework and Performance Matrix Assessment – a detailed assessment and possible updates of the performance matrix of the CoP and its assumptions. In addition there must be sanctions and breach levels for project indicators.

2.3.2 Quantitative

- **Descriptive Statistics** – simple measures of dispersion and central tendency (ratios, averages, frequencies, etc). The aim here is to use these simple statistics to describe the current situation of the CoP and overall project performance.
- **Comparison Statistics** – the use of detailed comparison of variables before and post project. Statistical tools include but are not limited to parametric testing for levels of significance. This is important in comparing representation and response levels by stakeholder agencies to investigate any biases if any and their impact on the overall functionality and effectiveness of the CoP.
- **Trending** – time series must be done with regard to trends with respect to the improvements over time of the CoP and overall project.
- **Economic and Financial Analyses** – the amount expended on the project to date and the return on this expenditure must be calculated. Included in this will be tools such as; opportunity costings, time and resource losses or gains, marginal and job estimate costings (to calculate effort). Cost benefit and cost effectiveness

2.4 Constraints to Date

The major constraint in the carrying out of the Mid-Term Evaluation of the CoP was time it took to get members for an interview. This may be due to; [a] the rigid time schedules of member and [b] them not seeing the immediate benefits of membership. This has led to a limited sample being drawn as the minimum number of members required would have been approximately twenty (20) only seven (7) members responded.

3.0 CONCEPT AND STRUCTURE OF THE COP

3.1 Concept

The formal setting up of CoPs in Jamaica is not new. Historically this can be clearly identified as far back as the 1930s, as evidenced by farmer co-operatives, best practices for religion (e.g. Rastafarianism) and early childhood/basic school fellowships. CoPs are essentially voluntary groups or networks of professional practitioners who share a common interest or concern and connect with one another as peers to seek and share information, knowledge, experiences and lessons learned.

What is new about this CoP is the medium which is now being used and also the subject area(s) now under consideration. The CoP being undertaken by the UNDP and partners is centred on crime, violence and social justice. In addition it has voluntary members who stay connected usually through an email list service, an online community library and direct sharing of information through blogs, queries, responses to queries and a webpage dedicated specifically to the other intellectual needs of members. Through this medium (and periodic face to face meetings of stakeholders) members attempt to build trust and strengthen the identity of the group.

The whole idea is for members to be motivated to help one another and also benefit from the recognition received from within their community when they share their knowledge and experience.

3.2 Organizational Structure of the CoP

The CoP is currently “anchored in the UNDP” for what stakeholders desire to be a temporary time period. It was therefore seen (in 2009) as a one (1) year pilot initiative. If successful in the eyes of its members it can be continued on a longer-term basis – in another local organization. Note that the initial launch and set up of the CoP comprised a number of stakeholders from which is drawn a resource group. This resource group and the facilitator oversee the

immediate management and operations of the Cop as shown below in **Figure 1**. It is currently comprised of members from civil society, multilateral agencies and public sector bodies viz:

1. UNDP Representative – Chair
2. Peace Management Initiative (PMI) Representative
3. Kingston and St Andrew Action Forum (KSAAF) Representative
4. Dispute Resolution Foundation (DRF) Representative
5. National Transformation Programme Representative
6. Ministry of Justice (MOJ) Representative
7. Ministry of National Security (MNS) Representative
8. UNICEF Representative
9. A full time Facilitator who is responsible for the day to day operations of the CoP

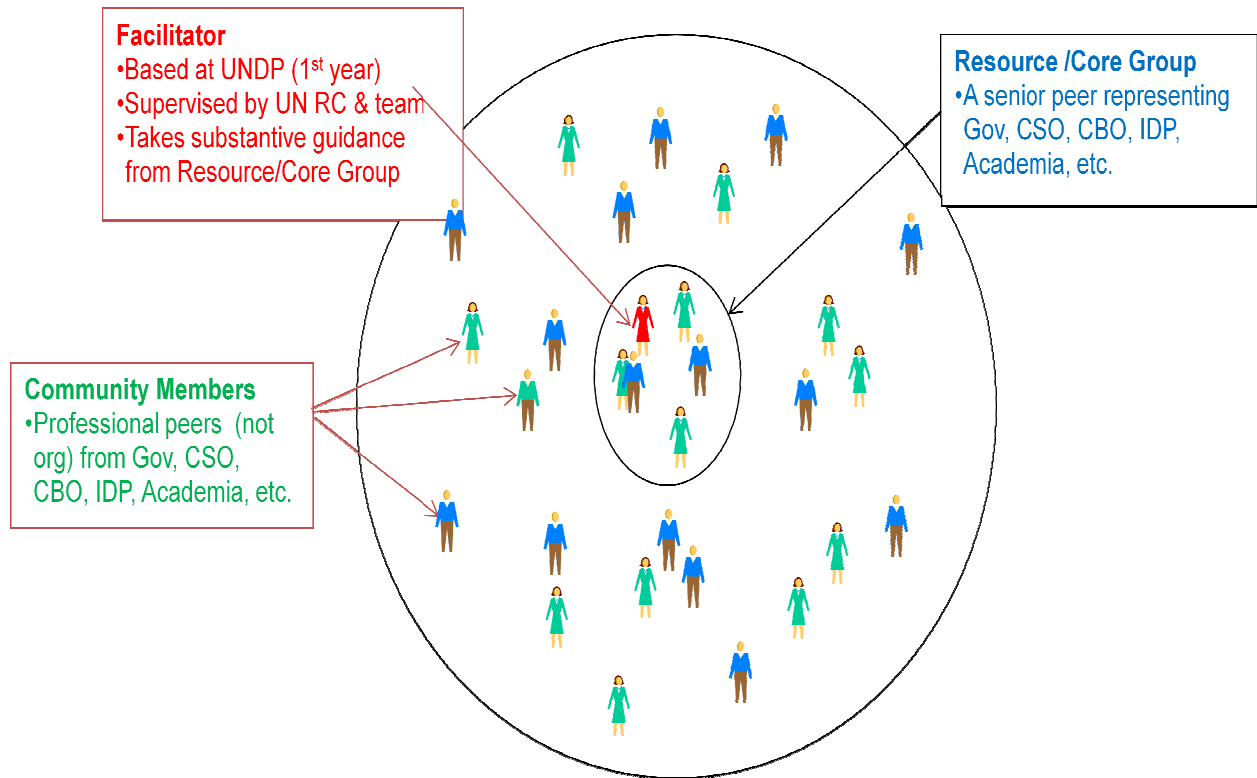


Figure 1: Relational Concept Diagram of the CoP (Adapted from UNDP 2010)

3.2.1 Role of the Facilitator

This individual is an automatic member of the resource group and is the point person who; [a] reinforces the standards, [b] tries to bring the community together, [c] promotes exchanges, and co-ordinates, manages and [d] directly engages community members.

3.2.2 Role of the Resource Group

The role of the resource group is that of oversight and also community engagements. This body will be responsible for:

1. setting the agenda of the CoP
2. organizing an annual face-to-face meeting
3. helping to identify burning or emerging issues
4. taking turns as guest moderators for e-discussions
5. acting as a resource to community members when queries are posted
6. maintaining the identity and focus of the community

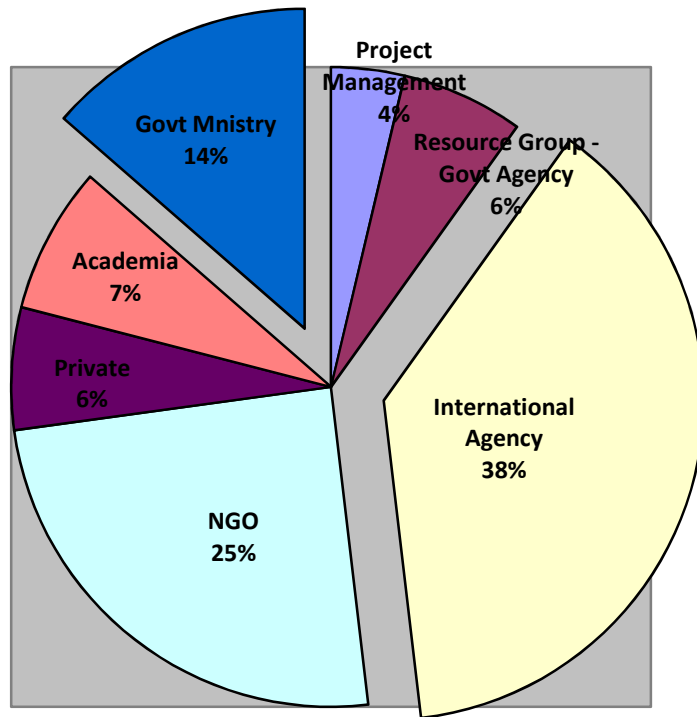
7. energizing and stimulating members
8. connecting the community to other networks and experts inside and outside the country
9. helping to identify new members and grow the community; and
10. providing general oversight and guidance to the further development of the CoP

3.3 Membership Size & Distribution

As at May 31 2010 there are 104 members in the CoPs database. Note that of this approximately twenty five per cent are active.²² The composition of membership is as shown below in **Figure 2** where overall local membership is sixty two (62) per cent. This membership has members of academia, government institutional representatives, project management (support team), non-government organizations (NGOs) and the private sector.

²² This is based on activity levels on the site.

Figure 2: Distribution of Membership by Institution



3.4 Conditions for Membership

The CoP focuses mainly on developing credible solutions over time through the sharing of knowledge and ideas from practitioners. In addition, given the emphasis placed on the principles of inclusiveness and equal access to information and knowledge by the stakeholders consulted, membership of the CoP is open to anyone who wishes to join, provided they are a development practitioner working on issues; related to security, justice and peace. There are also barriers to entry where some professions are not included; such as journalists.

3.5 CoP Webpage Design & Services

The CoP is driven by a platform created by a Canadian based company and is web based. It offers six (6) basic services to its members, five (5) on-line and one face to face: These are³:

1. Real time advice to practitioners who face challenges in the field

³ These are packaged and advertised in the CoP brochure

2. Consolidated replies to member queries bringing together primary research and guidance from other practitioners
3. E-consultations; that enable online feedback from a broad based cross section of stakeholders on draft policy, strategy, research or programme documents
4. Newsletters highlighting success stories and lessons learnt, member profiles, resources, events and announcements
5. Online research centre with a document library, latest news, members database
6. Community building workshops and training: face to face workshops on key issues with community members.

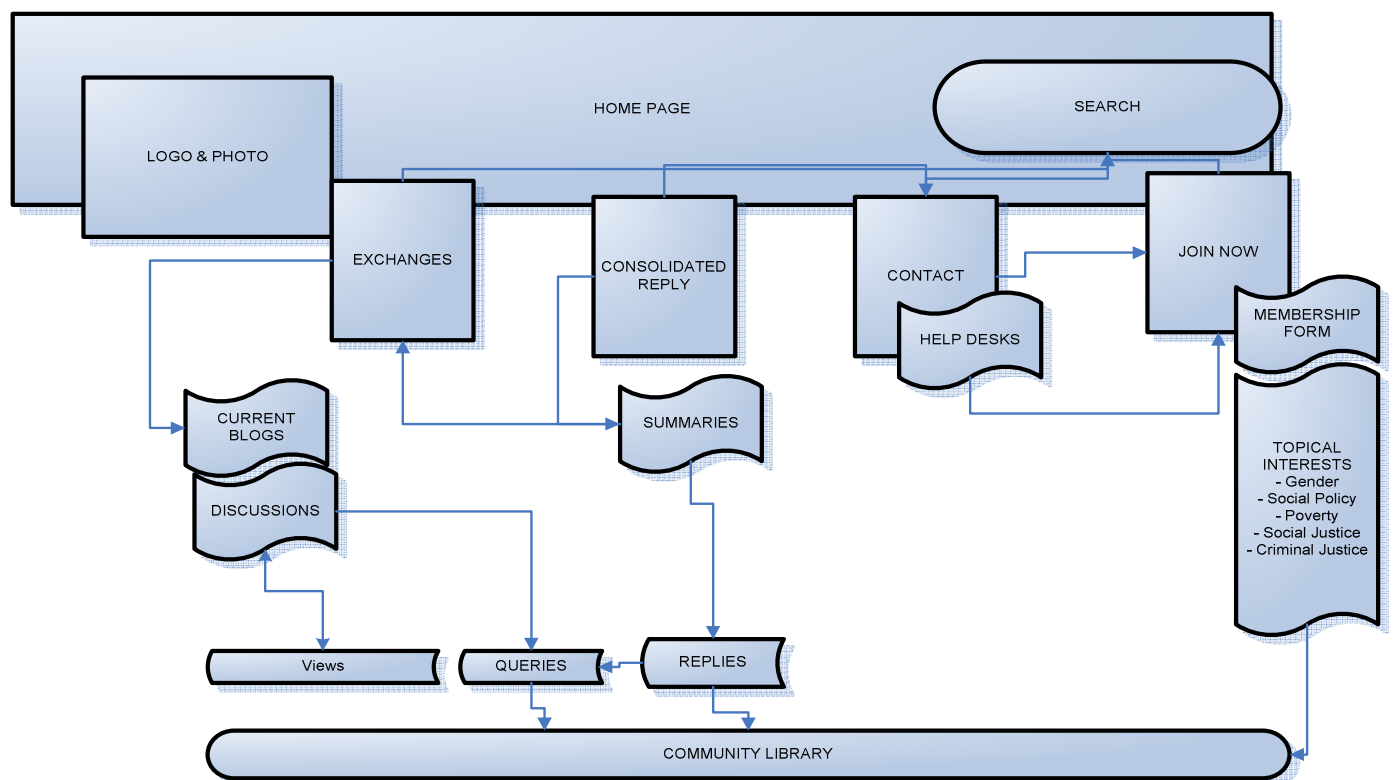


Figure 3: Webpage Design and Services

4.0 FINDINGS FROM THE MID YEAR EVALUATION

4.1 Information from Stakeholders Institutions

Attempts were made to interview all the organizations who were originally consulted during the process of establishing the CoP. These organizations were targeted due to the fact that as original promoters of the CoP they would give feedback on the level(s) of satisfaction that they felt with regard to the initiative's progress. In addition the interviews would give feedback on the level of input and/or interest of the respective partners. Questions to these stakeholders were oriented mainly towards their level of satisfaction with the performance of the initiative to date

Note that of the list of twelve (12) organizations, seven (7) were willing to conduct an interview.⁴ All individuals interviewed still considered themselves members of the CoP and were listed members from the date of initiation. This is evidence of a high level of awareness of the Initiative (which is a requirement of the TOR in **Appendix I**).

It is important to note that all respondents stated that enough time has not passed to show the achievement of expected benefits.

4.1.1 Level of Achievement of the CoP Initiatives

Partners were queried based on the original objectives which were set out when the CoP was being set up. The results are shown below in **A-G**.

A. The shared knowledge and experience among all partners

The majority of respondents state that the CoP has been satisfactory in sharing knowledge among all partners. Of the institutions interviewed five (5) per cent believed the CoP has made good progress to

⁴ For the past four months all members were contacted by both written emails and phone calls. Note also that although seven institutions were interviewed there were more than seven interviews due to the fact that for some organizations group discussions were done.

date in this objective while four (4) believe it is satisfactory and two (2) state that it was unsatisfactory. Respondents state that the fact that there is a medium for e-discussions and also a community library which did not exist before. This is seen as a strong point in the CoP as expressed by respondents.

B. Learning from the experience of others

With respect to the CoP enabling members to learn from the experience of others; they believe that knowledge is being shared to a significant degree but the extent to which people are learning from this is not yet manifest due to the short period of time that the CoP has come into being. Partners state that at best, progress is satisfactory (seven of eleven respondents) with one individual per cent stating that good progress has been made and three (3) believe that there is no progress at all.

C. The CoP's ability to help other members of the community solve problems and find answers

Seven of 11 respondents deem the progress made in achieving this objective as unsatisfactory; two respondents believe that there was no progress at all. The remainder state that progress is satisfactory. All respondents here believe that a lot more needs to be done with regard to enforcing a team or group effort from members before this can be achieved. Ideas put forward are more workshops and face to face meetings.

D. Greater ability to build lasting connections among members

Respondents state that to date the CoP cannot take full credit for any major connections that were built over the last eight months due to the fact that; [a] some partners were already working with the UNDP on other projects and [b] most institutions had relations with each other before - being in the same sub-sector. They state however that connections may have been strengthened but to a small degree. The majority of them (six of the eleven respondents) state that progress to date has been unsatisfactory (53 per cent) with 30 per cent stating no progress at all and the remaining nine (9) per cent stating that progress is satisfactory.

The CoP did not seem to be a major priority for some major stakeholder agencies during the past year. The major challenge was the adverse economic situation which put major local institutions at a disadvantage with both time and their budgets. There are some who lobby for a broader involvement and participation levels within institutions. This can be achieved through the involvement of more departments in existing institutions becoming involved.

E. Strengthen capacity of members to contribute to security, justice and peace in Jamaica.

With regard to this objective most respondents believe that there is still a long way to go before this is achieved through contributions from the CoP. They also state that; to attract new members the CoP's promoters need to clearly show to existing and potential members how information transfers and also other knowledge contributions will impact on national policy.

Note that two of eleven respondents believe that satisfactory progress is being made. With approximately five (5) stating that they were not satisfied with the progress and the remainder believing that there was no progress at all. Implementing partners believe that based on the fact that a solid knowledge base was being developed through the community library and other contributions but it still has not found that missing link to start impact on national policy issues.

F. Exploration of prospects for collaboration or joint programming.

Respondents here state that this objective seems poised to take off but has not yet attained the steady progress they expected. They state that there is no proof that due solely to the CoP any major joint initiatives have emerged. Four of eleven respondents state that progress is satisfactory, five (5) state progress is unsatisfactory and the remainder state that there is no progress at all. Again respondents state that there is the need for more periodic workshops and seminars to germinate sustainable relationships among members and institutional representatives.

G. Connect to practitioners and networks outside the country

All respondents state that they have seen no progress at all on this objective. Some respondents state that the CoP still needs to establish itself locally and be respected before expanding the network. Others state that time and other resources have not been available to invest in the required outreach programmes.

4.1.2 Achievement of Benefits

When asked if there were tangible benefits being reaped from the CoP, almost all stakeholders interviewed stated 'not yet'. They all state that enough time has not passed to show the achievement of expected benefits. With regard to provision of better access to relevant information and knowledge, respondents say that to date there is some evidence that this benefit is becoming tangible through the library and the information placed in e-discussions. Respondents do not believe that benefits are being reaped which would show reduction in duplications and costly mistakes by the learning from the experience and lessons of others. They state that there is no evidence to show this. With regard to improved prospects for collaboration and partnerships, respondents state that they see no evidence of this.

4.1.3 Other Issues

A. Inclusion of Other Stakeholders

When asked which other critical stakeholder organizations should now be included in the CoP implementing partners all provided ideas. Names and institutions put forward were:

1. Members of the private sector and corporate Jamaica
2. Service clubs – e.g. Lions, Rotary International, etc.
3. The Ministry of Health (MOH)
4. The Jamaica Social Investment Fund (JSIF)
5. Planning Institute of Jamaica (PIOJ)
6. The Cabinet Office
7. RISE Life Management (Formerly Addiction Alert)

8. Citizens Security & Justice Programme (CSJP)
9. HEART Trust/NTA
10. Jamaican Foundation for Life Long Learning

B. Alternative Host for the CoP

At the concept stage it was proposed that the CoP needed to be anchored in an existing institution after the one year pilot phase. The criteria for this institution was:

- a. It had to possess the capacity, in terms of financial resources, expertise and experience, to build a CoP;
- b. It had to be seen as a fair, neutral and impartial development actor in the country;
- c. It promotes practices and which espoused an inclusive approach to development;
- d. It had credibility within the country; and,
- e. It was part of a regional or global network or has access to it.

When queried about the possible anchor for the CoP in this context, seven of the eleven per cent of respondents state that that time has not yet come due to the progress that has been made to date. The remaining four (4) who were willing to give a viewpoint stated the following institutions:

1. Violence Prevention Alliance (VPA) – but they were quick to point out that it needed a lot more resources.
2. An academic institution such as the University of the West Indies
3. The Social Development Commission (SDC) – but were quick to state that the risk here is that it has been made a political football.
4. The Ministries of Justice and National Security – respondents although suggesting this said they were skeptical of the level of independence these institutions would have and also the availability of time that would be dedicated to the initiative.

C. Perceived Challenges in the Setting up of the CoP Initiative

When asked if there was anything overlooked in the setting up of the CoP most respondents said no. The only overall challenge most respondents stated was the timing of the initiative. It has come at a time when economic times are bad. Some respondents also said that the way it was structured is a bit too cerebral and should target practitioners and blue collar workers more. Others believe that members should not just be part of an institution but should be able to join as individuals.

D. Institutionalizing a Sustainable CoP for the Future

When respondents were asked what best should be done at this juncture to correct the challenges or possible mistakes which have been made in the past respondents state the following.

1. Properly target membership – choose people/institutions who will be responsive and active contributors
2. Establish a credible link between the CoP, advocacy and policy influence. This may mean inviting stakeholders who are influential in policy making such as the Cabinet Office.

4.2 Membership Questionnaire

A separate membership questionnaire was tabled for all listed members of the CoP. This was to ascertain their views of the initiative from the perspective of someone who is a beneficiary of the services offered on the site. The questionnaire was provided by email to all members (through the CoP Facilitator).

Of the seven (7) respondents to date there was one (3) from civil society (NGO) and two (2) from an international agency and two (2) from a government agency. Each member has been with the initiative since its inception - approximately eight (8) months. Of the respondents three (3) state that they logged on to the website on average 2-5 times per month, the others

stated less than two times per month. The primary purpose for logging on seems to be similar for all respondents – to basically get updates with regard to new information and the trajectory of new discussions. Of the respondents four (4) stated that the site assisted them through current debates and topical issues – the other respondents stated no and gave no reason.

When asked what about the site they liked, members gave similar answers which were centred mainly on a fertile exchange of ideas on security, justice, crime and violence. One member stated that it provided information on other partners such as contact details. When asked what aspects of the site they did not like, respondents stated that sometimes it was difficult to access the site and also that its layout was cumbersome. One respondent also stated that information though available is sometimes not in the required format. Three of the three respondents stated that they were a member of Facebook. One respondent was not a member of any other site.

Two respondents stated that they have made contributions to the CoP through the writing of articles and also comments and participations in online discussions. Three respondents state that the CoP is achieving its objectives while the others stated no. When respondents were asked to provide detailed aspects of peace security and justice that were important to them the answers given were:

1. How to resolve conflicts within communities (primarily the vulnerable communities) and establishing justice and security for our children to once again feel safe in their own homes, community and school.
2. Concrete ideas for peace-building and entrepreneurship;
3. Sources of funding for their respective projects;
4. Good peace-making and/or entrepreneurial experiences of others.

5. Providing assistance for community organizations

Three respondents state that these were included on the website. Only one responded was critical of the site saying it was too cumbersome.

4.3 CoP Achievements to Date

4.3.1 Resource Group

For various reasons the resource group has not been fulfilling all its necessary roles especially those of actively engaging the community. There are also some simple issues which immediately reveal a lack of the required commitment– for instance the monthly resource group meetings turnout has been quite low. In addition they have not been active in assisting queries as only one response to a query has been posted. The major reasons that have been identified to date for the lack of required commitment of the resource group members are:

1. **Time** – the representatives are in most cases senior officials or heads of the major institutions they represent with extremely busy schedules
2. **Information Clearance** – there is sometimes, especially for large ministries, only one representative delegation must now be done to ensure that there is someone dedicated to the this function although this person reports to the original point person. This person may not be able to technically provide the necessary information or resources. It takes time to get technical assistance if the relevant person from an organization is not technically competent to do so.
3. **Information Technology Awareness** – some implementing partners may not be as up to date with the technology revolution as required to deal with a CoP which uses this medium.

4.3.2 Facilitator

The CoP Facilitator has been active over the past year in; assisting the community to grow, researching and providing a pool of information to members. This is evidenced by regular communication and detailed exchanges with members - on average once per week. Note also

that a detailed quarterly work plan has been set up with all activities indexed to JVSPPD Output 3. i.e.

Improved effectiveness and coordinated efforts of institutions and organizations involved in creating a safe, secure and just society

4.3.3 Project Work Plan

There are five (5) major activities on the JamPfP work plan for the 2010 year of which two (2) are completed another two are currently being operationalized and one (1) is now being mobilized. Details of each are shown below viz:

- Activity 1 –CoP in Full Operation – this has been achieved as the initiative is now available to be used by all members.
- Activity 2 - Promotion of active membership and participation in the CoP – two of the four stated actions have been achieved under this activity which was expected to be done in the second quarter of this year
- Activity 3 - Building capacity of community members – this activity is slightly behind as the needs of members are currently being assessed but the specific workshop slated for the second quarter of this year have not yet been held.
- Activity 4 - Impact and activity of CoP assessed and approved by CRG – the mid-term evaluation has been completed.
- Activity 5 - Establishment of national ownership of CoP – this has not yet been achieved and the process of assessment and ultimate selection is now set to begin.

4.4 Comparisons of the CoP with Popular Social Networking Sites

With the medium being used for the CoP it is deemed important to compare the CoP with standard social networking sites. The major characteristics of a social networking site (and how the CoP compares) are stated below in **Section 4.4.1 – 4.4.4.**

4.4.1 Targeting an Active Demographic

Any networking site must be able to effectively target and keep an active demographic. This means stimulating people to socialize or interact on the site and to share common goals or

intellectual pursuits on-line and face to face. The CoP still has quite a long way to go with this as it is still in the initial stages of carving out its niche online. It courts intellectuals and high level practitioners in the field but membership must also mean contribution by members. The next step must be to stimulate existing and recruiting quality members who will make positive contributions.

4.4.2 Proper and Effective Security Features

The CoP has taken the necessary precautions both with regard to site design and also the vetting process of members to ensure that there are proper security features. Notwithstanding this there will be the need for technical monitoring at all times to ensure a sense of security with:

- Privacy settings
- Blocking of users
- Reporting of spam
- Reporting of abuse
- Safety tips

The current challenges being faced by social networking sites are theft and the invasion of viruses which are on the rise. The greatest danger involves online predators who invade a site for various reasons. There have been no reported instances of these but the community must continue to employ the necessary monitoring tools to prevent this.

4.4.3 The Ability to Social Network

All viable social networking sites must have the ability to do social network. In the case of the CoP this would mean instant exchanges between members on the topical issues set out. Currently the only major services the CoP offers here are regular bulletins from the Facilitator to members and the option of simple posting of videos (not video interactive exchanges). Other options over time which must be examined would support direct contact among members online. Suggestions are:

- Chat Rooms & Online Groups
- Instant Messaging
- Videos
- Classifieds & Social Marketing
- E-books

4.4.4 The Ability to Do Effective Searches

The CoP offers the ability to search and the only improvement that may be needed is greater advertising to the users through the helpdesk of how to carry out searches by name, keyword or topic. It is suggested that in future seminars and training sessions members are taught to do this more effectively.

4.5 Quantitative Statistics on Membership Performance

4.5.1 Membership Data

The CoP with its approximately 104 members⁵ has experienced slow membership rates. At the launch of the initiative there were sixty (60) members.

4.5.2 Overall Use of the Site

The CoP site has been viewed a total of 5,578 times to date which is an average of 19 views per day. The most viewed area of the site is the current exchanges section with 3,183 views - which is on average 10 views per day. There were a total of 19 comments on the current exchanges section of the site. This means for every 167 views made to this section of the page there will be a comment. That is a less than one per cent probability of someone viewing the site and commenting. That part of the webpage which deals with consolidated replies currently has 761 views.

There is a similar pattern regarding e-discussions where there is actually one and this page has 228 views and very low interactive activity – only four (4) replies and no rating or ranking of the

⁵ This was the count in May 10, 2010.

articles. The photo gallery has been viewed 374 times to date. The community library has been viewed a total of 841 times with no article or resource being commented on and no rating or ranking of the information provided.

People therefore view the site but there one still does not know if the resources are having the desired impact. People may also just log into the site and view the home page but for whatever reason do not go on to peruse other aspects of the site. In seemingly important aspects of the site such as the community library have sixteen per cent of total views but members do not comment or rate the resources available.

Of the membership less than 25 per cent can be seen as active members.⁶ The typical member however does not make many comments but a typical blog or essay will be viewed.

Table 1: Typical Topics Views and Feedback as at March 2010

TOPIC/AREA	DURATION (SINCE FIRST POST)	NUMBER OF VIEWS	RATING, FEEDBACK OR QUERIES	COMMENTS
BLOGS/ESSAYS				
Call for Proposals	5 days ago	37	None	None
Employment Creation and Promotion	4 months ago	488	None	11
Early Sexual Initiation for Girls	5 weeks	204	None	11

⁶ An active member would be categorized as someone who comments and rates articles and makes or answers queries.

TOPIC/AREA	DURATION (SINCE FIRST POST)	NUMBER OF VIEWS	RATING, FEEDBACK OR QUERIES	COMMENTS
E-DISCUSSIONS/COMM. LIBRARY RESOURCES (Viewed 734 Times)				
Crime Prevention (2 topics)	5 weeks	1		1
<ul style="list-style-type: none"> Community Safety (Posted Feb 18 2010) National Crime Prevention and Community Safety Strategy (Posted Feb 18, 2010) Developing an Integrated Crime and Violence System in Jamaica (posted Feb 18, 2010) Integrated Systems for the Design and Evaluation of Preventative Crime Policies (posted Feb 18 2010) 		3		None
		1		none
		1		None
				None
Overview of Recent Research in the MNS (Posted Feb 2010)		1		None
JSIF – Feb 16		1		None
Key Findings of GOJ Security Arrangements (Posted Feb 12 2010)		3		None
Drivers of Insecurity		31		None
Gangs and Organized Crime (Nov 09 Post)		33		None
Governance (69 total views)		28		None
The social cost of crime in Jamaica and the cost of good governance (January 8, 2010)				

4.5.3 Queries and Member Feedback

A query is a problem that a member has and seeks solutions for from other members through the CoP. It is important to note that the CoP is based to a great extent on member queries. This is a major trigger for discussion and information sharing. For the period since the set up of the CoP there have been two queries and on average there were 4 responses to each query.⁷

⁷ At the launch of the project there were space allocation problems as a result of this some responses had to be broken out for the query related to alternative livelihoods so there are at least --

One member who launched a query stated that they had not seen any feedback and the other could not be reached for comment.

4.5.4 Consolidated Replies

There were two consolidated replies on the site. Note that one person who had made the query stated that they had been helped to date in response online. This page has 90 views and there are no comments by viewers to date. The average turnaround time is approximately three days.

4.5.5 Cost and Expenditure

As shown in the quarterly plan, the annual budget for direct expenses for the CoP for the 2010 year is US\$33,688.00. Expenditure for August – December 2009 was \$12,010.13.

5.0 CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The CoP is now a new phenomenon on the Jamaican security and justice landscape. It has definitely created an impact in just being a new tool for members with regard to communication and information exchange. Based on the information provided to date the CoP still needs both time and more effort from major stakeholders to become the viable initiative it was originally conceptualized to become. This is evidenced by the fact that although the original services set out have been made available, membership response and feedback (which is important to the sustainability of the CoP) has been relatively low.

Members have expressed varying levels of satisfaction where they are satisfied with the information it currently provides but state that they have not seen where benefits such as a greater critical mass and co-ordination of effort by stakeholders has been achieved. Due to the relatively short timeframe since its launch and the work done in its set up and dissemination of information to members (on a weekly basis for almost a year) it can be deemed a relatively efficient mechanism. With regard however to its effectiveness there is still some work to be done as member's feedback (**Sections 4.1 and 4.2**) shows that the "critical mass" expected from the CoP has not yet materialized as the medium is still in its infancy.

What is a fact is that this new medium is way ahead in the provision of material to stakeholders in a sector and in a way which was never seen before. The challenge now is to get major sector players up to speed with regard to the handling of this new phenomenon.

It is also important to note that there have been numerous recommendations made for improvements to the CoP. These have been recorded and will be used for not just upcoming workshops but also the final evaluation report in November 2010.