

Final Evaluation Report: Jamaica Violence Prevention, Peace and Sustainable Development Programme

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Executive Summary

The essential nature of the JVPPSDP

The Jamaica Violence Prevention Peace and Sustainable Development Programme (JVPPSDP) was undertaken as an approach to “increase the capacity of government and targeted communities to attain a more peaceful, secure and just society”. In particular, the achievement of five planned outputs was designed to contribute to these outcomes: *Enhanced design of armed violence prevention policies and programmes; Increased capacity of institutions (state and non-state) to prevent armed violence and increase community safety; Increased effectiveness and coherence of international support to armed violence prevention policies and programmes; Enhanced safety in target communities; and the Development of UN Country Team programme on armed violence prevention.*

It was a bold multi-sector, partner-led initiative, coordinated by the UNDP Country Office, in a context where Jamaica (a small island state of some 2.6 million residents) was experiencing alarming murder and violent crime rates and where several inner city areas, in particular, were riddled with severe poverty and high unemployment rates and many other forms of social dislocation. A planned broad-based intervention was imperative. The JVPPSDP was intended to achieve the stated objectives within a 36 month period.

The purpose of the Evaluation

The purpose of this independent evaluation, given that the project ended on March 31st, 2011, was to critically examine both the intended and adventitious outcomes of this programme.

Specifically, the objectives of the evaluation were to discover the extent to which the five stated outputs of the JVPPSDP were achieved. This was proceeded with in two ways. The first was to use the major evaluation criteria established, namely, Relevance, Effectiveness, Efficiency and Sustainability. The findings were then presented under headings of project design; project administration; project results for Jamaica; project review; project obligation challenges; and project sustainability. In addition, the

findings were explicitly presented under the headings identified in the ToR as tasks to be accomplished -- Whether stated outputs were achieved; What factors contributed to achieving or not achieving outputs; The appropriateness and cost-effectiveness of the project processes; What factors contributed to effectiveness or ineffectiveness of the project; The effectiveness of the partnership strategy; Capacities gained and roles defined in the process of implementation; Levels of ownership assumed by implementing and responsible parties; The impact of the project; The sustainability of the project impact; How effectively equality and gender mainstreaming were incorporated in the design and execution; Lessons learned on Armed Violence Prevention work that has taken place in Jamaica.

The objectives of the evaluation

The five anticipated outputs of the JVPPSDP were then explicitly inter-linked with the purpose of the evaluation stated above. This allowed for a clear exposition of the findings of the evaluation. Successes, and failures were identified and lessons learned were adduced.

The intended audience of the report

The intended audience for the report, apart from those who commissioned it for their required assessment of their programmes, is meant to include all the partners to the Project in Jamaica as well as all countries wishing to embark on a similarly inclusive and cross-sector intervention programme intended to achieve significant reduction of crime in unstable communities and achieve lasting and productive social peace, justice and equality.

Methodology, rationale for choice of methodology, data sources used, data collection and analysis methods used, and major limitations

Using the framework identified in the previous section, extensive desk reviews were conducted of all documents produced by the project and other relevant knowledge products. Rapid Appraisal Techniques (RATs) were a central methodology employed in primary qualitative data collection for this evaluation. The RATs that were employed for this study included: *key informant interviews*, *focus groups*; *direct observation*, and *site visits*. Additionally, attempts were made to obtain useful quantitative data on crime

from the Violence Prevention Alliance, a project partner, but these attempts were unsuccessful.

Important findings and conclusions

Only some of the stated objectives were achieved by the end of the project at March 31, 2010. Yet they are sufficiently substantial to give a qualified 'yes' to the success of the programme.

- The programme was, overall, well-designed in terms of the scope necessary to achieve the programme's outcomes. The design, including the implementation strategy, acknowledged the importance of coordinating and facilitating improvements in national policies, plans and frameworks for violence prevention, before shifting to community-level implementation. The results of such activities would then inform the development of a future, larger UN inter-agency programme. Indeed, many of the challenges that the programme faced over the three-year period can be attributed to the deviation from this implementation strategy. One major design flaw, however, was the failure to think through and integrate into the alternative livelihoods component initiatives which would be implemented in a coherent manner for at-risk youth. Where alternative livelihood development was mentioned, specific ideas about implementation were vague.
- There was enhanced design of the armed violence intervention programme (Output 1). A National Crime Prevention and Community Safety Strategy (CPCSS), and Draft Restorative Justice Policy (RJP) were developed. There has emerged a new emphasis on evidence-based policy-making on violence prevention and the credible expectation that this process will be sustained through the newly-established National Crime Observatory (NCO) and the adoption of an inter-agency data-gathering process focused on 100 priority volatile and vulnerable communities in order to implement the CPCSS and the Community Renewal Programme (CRP).
- The achievement of improved capacity of institutions to prevent armed violence (Output 2) was illustrated by the drafting of a Restorative Justice Policy (RJ) and the launching in 2010 of Restorative and Community Justice (RCJ) as a pilot project in four communities.

Restorative Justice practices have become a definite policy practice of the GoJ. The Project Management Unit (PMU), effectively placed in the MNS, has played a useful supporting role to the Crime Prevention and Community Safety Unit (CPCSU) in the Ministry of National Security (MNS). This has helped support the implementation of priority actions in the Crime Prevention and Community Safety Strategy, and facilitated the development of new partnerships with other ministries and agencies that will be important to sustaining joint action on violence prevention. The production of GIS maps of crime prone areas has occurred but, in some cases, has not yet demonstrated usefulness.

- UNDP's coordination of the international development partner Security and Justice Working Group (SJWG) to increase the harmonisation of donor assistance was a signal of some achievement of Output 3, though the inability of the Ministry of National Security to take over responsibility for harmonization suggests that full success was not obtained. Some indicators of accomplishment included the integration of the IDB-funded Citizen Security and Justice Programme and the DFID-funded Community Security Initiative; an increased focus on targeting interventions at high-risk youth; and the on-going development of an inter-agency coordinating mechanism through the Community Renewal Programme (CRP); along with donor harmonization of programmes around CRP communities.
- The CoP has not been successful for various reasons, including a reliance on internet-based means of communication within the Community when not all prospective participants/beneficiaries have such access; a pre-existing culture of not sharing information between stakeholders in Jamaica; a need to get approval from senior government staff before lower-level staff could post comments; and a lack of support from Ministries, Departments and Agencies to support the Community. Efforts are now being undertaken to run face-to-face workshops alongside this facility in the hope of stimulating more online activity and use by the CoP.
- Capacity building has been provided to Community Development Committees (CDCs) in pursuit of enhanced safety in communities (Output 4) through the creation of community safety plans. A

regrettable deficiency, however, was that no funding was ever identified to actually implement each plan or provide financial support to the CDCs. The revised, USAID-funded, alternative livelihoods component of Output 4, while logically designed, was poorly executed. The intention was that an economic survey would be conducted in target communities; persons would be trained in areas identified by the survey as presenting opportunities for entrepreneurial activities; then business incubators would be created to support those trained as they established businesses. While the first two activities were executed, as far as the evaluators could determine, JAMIN, which is a music studio facility, was the substitute for the business incubators, and was intended to be a hub for the engagement of youth in the area. Not only was the establishment of a music studio facility a poor substitute for a business incubator (especially in light of the fact that not one of the approximately 270 persons was trained in any music-related skill), but the music studio, as of July 2011, had not yet been established – i.e. multiple months after the contracted date of completion.

- The development of a UN Country Team programme on armed violence prevention was another indicator of success. This will be substantially achieved with the start of the up-coming UN-GoJ Armed Violence Prevention Programme -- a significant development.

Lessons Learned and Main recommendations

Lessons Learned


- The main strength and added value of the programme is coordination. It should be noted, however, that harmonisation, integration and coordination require ongoing, quality leadership.
- A new approach to civil society partnerships is needed to support the implementation of the community safety plans.
- Community mobilisation requires constant engagement.
- Programmes can benefit from complementary Governance Unit projects.
- Gender issues must always be addressed directly.
- There is an urgent need for **market-driven** alternative livelihood options for at-risk youth.

- Engaging the police is of utmost importance.
- Projects should avoid an over-reliance on consultants or ensure that their main purpose is to rapidly train their replacements.
- The need for active buy-in from state counterparts on national implementation is imperative. The timely unfolding of project activities is critical to project success.

Recommendations

Many of the difficulties/underperformance associated with the execution, monitoring and evaluation of this Programme may have been avoided by full adherence to the following practices:

- Ensure that project implementation matches project design as closely as possible; flexibility should only be allowed where there is a *demonstrable* improvement to the programme if a different implementation strategy were to be taken. The programme was designed with a phased approach to implementation and it was expected that Year One would be used to develop detailed plans for Output Four, the community level part of the programme. Years Two and Three would then see a programmatic shift from facilitation and coordination into supporting community level implementation of the policies and strategies that would have been developed in Year One. Had the programme followed this guideline, it would have allowed for the PMU to work at a more manageable pace during Year One, without the additional task of coordinating so many Responsible Partners, many of whom would not have had to be involved in Year One at all, thereby increasing the cost-effectiveness of project processes and reducing the risk of Partners' subsequent feeling of exclusion.
- Train all reporting partners more effectively in completing an agreed-upon reporting format, which would have greatly increased the quality of submitted reports.
- Ensure that the complex of overarching issues related to getting projects started, managed, monitored and reported are built into all projects – these include, but are not limited to, observing donor and GOJ procurement guidelines; drafting Terms of Reference for subcontractors and service providers; preparing work plans; designing logical framework matrices to ensure that there is a clear logic between activities proposed and outputs anticipated; financial management; requests for



disbursement; regular reporting; strategies for enabling acceptable and appropriate corrections during project implementation; ongoing monitoring and evaluation.

- Modernize the administrative/file retrieval and storage system of the PMU.
- The Evaluators propose that a small, high-competence, Project Support Unit perhaps operating out of the Planning Institute of Jamaica, be considered to support and strengthen project implementation nationally.

Background

In a region already characterized by high rates of criminal violence, Jamaica exhibits notably higher rates of violent crime than its neighbours. In 2004, Jamaican police crime data indicated 55.5 intentional homicides per 100,000, three times the Caribbean average of 18 per 100,000 and seven times the 2004 global average of 7.6 per 100,000.¹ By 2009, Jamaica's intentional homicide rate had climbed to a near-record 62 per 100,000.

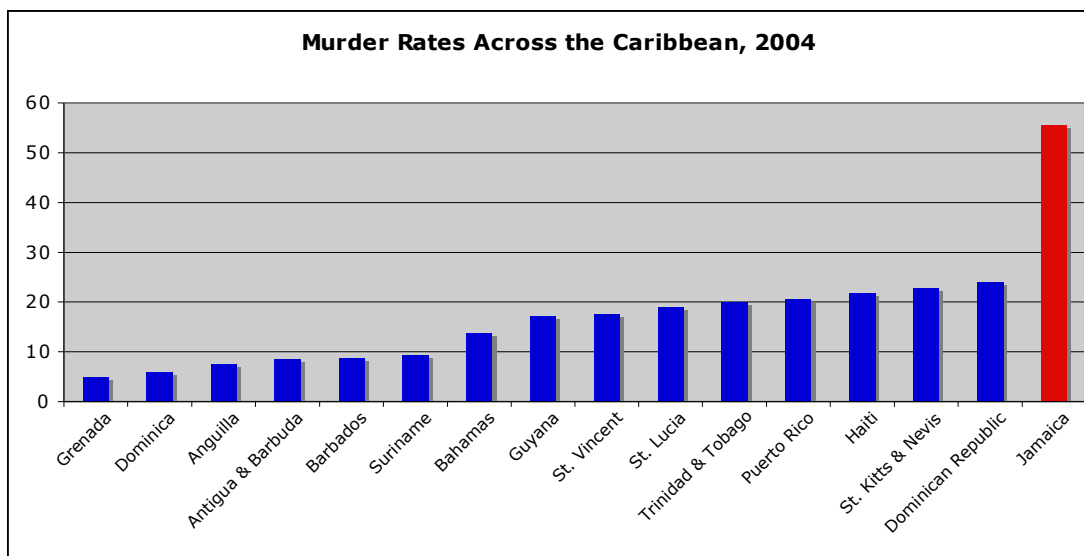


Figure 1. Murder Rates Across the Caribbean. Source: UNODC 2010. 'UNODC Homicide Statistics: Criminal Justice and Public Health Sources—Trends (2003–2008).' Accessed 20 February 2010. <http://www.unodc.org/unodc/en/data-and-analysis/homicide.html>

Kingston, in particular, has historically been the locus of Jamaica's highest violent crime rates. In 2008, Kingston's homicide rate stood at a worrying 96.2 per 100,000. These figures, however, belie the high levels of intentional homicides in some Kingston communities, which can exceed 1,000 per 100,000, especially in the poorest areas.²

Consistent with global trends, the primary perpetrators and victims of violent crimes in these communities tend to be young men. In 2005, men under 25 committed the majority of violent crimes, with persons in this category representing 43 per cent of murder suspects and 48 per cent of shooting

¹ Leslie, G. (2010). *Confronting the Don: The Political Economy of Gang Violence in Jamaica*. Geneva: The Small Arms Survey

² UNICEF (2008), Multi-Country Consultation on Reducing the Impact of Small Arms and Light Weapons on Children and Their Communities-What Works? (Kingston), p. 6

suspects.³ Likewise, between 1998 and 2002, most murder victims were men (89 per cent) and between 15 and 44 years of age (80 per cent). The murder rate for these 15–44-year-old men was 121 per 100,000—almost 10 times the rate of similarly aged women.⁴

Many of these young men apparently perpetrate these crimes as members of gangs. Indeed, gangs have increasingly contributed to violent crime rates in Jamaica. Official statistics suggest that gang-related murders increased from three per cent of murders in 1983 to 52 per cent in 2009.⁵ Government officials further maintain that the true proportion of murders that are gang-related is even higher.⁶

Firearms, like gangs, are increasingly associated with major crimes in Jamaica. Between 1990 and 2009, the per cent of reported murders involving firearms rose from 50 per cent to 77 per cent. The proportion of reported robberies involving firearms also rose from 57 per cent to 68 per cent in this time period. Over the past decade, variations in gun murders have accounted for almost all fluctuations in total murder rates.⁷

The cost to Jamaica of violence-related injuries is enormous. An evaluation funded by the World Health Organization (WHO) in 2006 indicates that the cost of direct medical care for violence-related injuries at public hospitals island wide was USD 29 million, approximately 12 per cent of Jamaica's total health budget. Further, productivity losses due to violence-related injuries are estimated to account for approximately USD 398 million, equivalent to four per cent of Jamaica's gross domestic product.⁸ The costs related to reduced mobility, weaker investor confidence, higher police costs, emigration of the educated middle class, reduced access to social services, and an overall climate of fear cannot be overstated.

It is within this context that UNDP Jamaica's *Jamaica Violence Prevention, Peace and Sustainable Development Programme* (JVPPSDP) was created in

³ Wilks, Jason, et al. (2007), 'A Dynamic Analysis of Organized Crime in Jamaica', *International Conference of the System Dynamics Society* (Boston, USA) p. 6.

⁴ Lemard, Glendene and Hemenway, David (2006), 'Violence in Jamaica: an analysis of homicides 1998-2002', *Injury Prevention*, 12, 15-18.

⁵ Mogensen, Michael (2005), 'Corner and Area Gangs of Inner-City Jamaica', in Luke Dowdney (ed.), *Neither War nor Peace: International Comparisons of Children and Youth in Organized Armed Violence* (Viva Rio).p. 11; Jamaica Constabulary Force Statistical Department (2010), 'Jamaica Constabulary Force Crime Review Period 2009 Vs. 2008 (Provisional)', (Jamaica Constabulary Force).

⁶ The Jamaica Observer (2009), 'Gangs must be crushed' - Security minister announces new assault on organized crime networks', May 11.; Ministry of National Security (2008), 'Developing an Integrated Approach to Gang Prevention and Intervention in Jamaican Communities and Schools', *Symposium on Criminal Gangs in Jamaica* (Kingston).p. 13).

⁷ Leslie, G. (2010). *Confronting the Don: The Political Economy of Gang Violence in Jamaica*. Geneva: Small Arms Survey

⁸ Ministry of Health and Violence Prevention Alliance (2007), 'Estimation of the Cost of Interpersonal Violence: Jamaica Status Report', (Jamaican Ministry of Health, Health Promotion and Protection Division; Violence Prevention Alliance)., p. 8).

2008, aligned to national priority five of the 2007-2011 United Nations Development Assistance Framework for Jamaica, which is to “contribute to the creation of a safe and secure Jamaica through the efficient use of resources to effectively enforce law and order and maintain secure borders and justice reform.”⁹

An independent evaluation of UNDP’s, Jamaica’s *Civic Dialogue for Democratic Governance project* in late 2005 recommended that UNDP build on the project’s progress and develop a new programme that directly addresses peace building and development. The Civic Dialogue project had worked since December 2002 to mobilise communities and build their capacity to engage in dialogue on issues such as poverty reduction and social equity. Communities consistently identified crime and violence, youth unemployment and corruption as the priority issues for action. The JVPPSDP was therefore designed to address these issues and sought to use some of the civic dialogue methodologies of the former project as well as supporting the community-based organisations that it developed.¹⁰

The purpose of the JVPPSDP was to “increase the capacity of government and targeted communities to attain a more peaceful, secure and just society.”¹¹ There were five outputs designed to contribute to this outcome:

1. Enhanced design of armed violence prevention policies and programmes.
2. Increased capacity of institutions to prevent armed violence and increase community safety.
3. Increased effectiveness and coherence of international support to armed violence prevention policies and programmes.
4. Enhanced safety in target communities.
5. Development of UN Country Team programme on armed violence prevention.

⁹ Government of Jamaica, UNDP. Jamaica Violence Prevention, Peace and Sustainable Development Programme 2008-2010. Available at www.jm.undp.org/.../Communication_Consultant_Programme_Information.pdf.

¹⁰

UNDP. Project Document: Jamaica Violence Prevention, Peace and Sustainable Development Programme. Available at [http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20\(2\).pdf](http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20(2).pdf)

¹¹ Government of Jamaica, UNDP. Jamaica Violence Prevention, Peace and Sustainable Development Programme 2008-2010. Available at www.jm.undp.org/.../Communication_Consultant_Programme_Information.pdf.

Please refer to Annex A for a detailed project results framework, with anticipated project budgets.

The programme was designed with a phased approach to implementation. Year One would focus on building trust and confidence among all stakeholders of UNDP's, adding value, primarily, by delivering on outputs one, two and three. This initial focus on policy development, capacity development and coordination would provide a strong foundation for the rest of the programme. This would require human resources, technical expertise, facilitation, coordination and planning. Year One would also be used to develop detailed plans for output four, the community - level part of the programme. Years Two and Three would see a programmatic shift from facilitation and coordination into supporting community level implementation of the policies and strategies that would have been developed in Year One. This would require financial resources for work in target communities.

The programme strategy was flexible in nature because the activities supported in Years Two and Three would be largely determined by the content of the policies, plans and frameworks developed in Year One. For example, the priority areas for the implementation of the GoJ's community safety policy could only be identified once the policy had been agreed. Under output four, the programme would conduct a number of reviews and evaluations in Year One (for example of the peace and justice centres, the safe schools programme and alternative livelihoods programmes and opportunities), as well as facilitating the development of local community safety plans. The outcomes of these reviews and plans would inform the targeting of the community level activities in Years Two and Three.¹²

The JVPPSDP was designed through a participatory process involving a wide range of government, international development partner, and civil society partners in Jamaica, and in close collaboration with the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC), the Bureau for Crisis Prevention and Response (BCPR) and the SURF offices in Panama and Trinidad. Similarly, the programme was to be implemented in partnership with a range of government institutions, international development partners and civil society stakeholders:

Government departments – The programme would be implemented in partnership with the Planning Institute of Jamaica, the Ministry of National Security, the National Security Policy Implementation Unit, the Ministry of

¹² UNDP. Project Document: Jamaica Violence Prevention, Peace and Sustainable Development Programme. Available at [http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20\(2\).pdf](http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20(2).pdf)

Justice and Social Development Commission. Different aspects of the programme would be carried out with these departments and agencies in line with their mandates and expertise. UNDP's partnerships with these ministries would be strengthened by the provision of National Technical Advisers. The Jamaica Business Development Corporation was later added as a partner to provide micro-enterprise development services in target communities.

UN agencies – The programme would work in partnership with a large number of UN agencies to help increase coordination and collaboration. The research that assessed the security situation and levels of victimisation would be designed in conjunction with the World Health Organisation and the UN Office of Drugs and Crime (UNODC). A partnership agreement had been signed with the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UN-LiREC) to jointly implement some of the programme activities that address small arms control and they would also provide input into the design of the survey. UNICEF had agreed to work collaboratively with UNDP on aspects of the programme that address children, such as the safe schools programme, peace and justice centres, small arms control and the provision of alternative livelihoods for young men. UNODC had supported UNDP Jamaica in the past and would be a partner in taking forward the activities addressing organised crime. UNODC, UNICEF, UN Habitat and WHO were all working together on the global Armed Violence Prevention Programme. Discussions had been held with all of the above agencies and UNESCO and UNFPA about the development of a joint UNCT programme on armed violence and there was wide support for this.

Donor agencies – The programme would complement the work of the main international donor agencies in Jamaica. DFID and USAID were focusing primarily on policing and a key part of the UNDP/GoJ programme's work to develop and implement community safety plans would be to increase public trust and cooperation with the police. CIDA was the lead donor on justice issues and they had welcomed potential UNDP support for community peace and justice centres. It was likely that many of the communities targeted in the programme would be those that were also involved in the World Bank's Inner City Basic Services for the Poor Programme, providing important opportunities for mutual reinforcement.

Civil society organisations – The programme would work with a wide range of civil society organisations. UNDP already had established partnerships with NGOs through former projects and new partnerships would be developed where expertise was needed in specific areas. According to page 21 of the Project Document, capacity assessments of the major partners had

already been conducted and their capacity had been established through Preparatory Assistance projects (The Evaluators were later informed by UNDP staff that this was not the case). Capacity and needs assessments of new partners would be undertaken at the outset of the project and assistance targeted to meet the results. The Kingston and St Andrew's Action Forum (KSAAF), People's Action for Community Transformation (PACT), Women's Resource and Outreach Centre (WROC) and the Young Americas' Business Trust (YABT) each had expertise that could contribute to the project. KSAAF is a grassroots network of peace activists with presence in all of the inner city communities worst affected by violence. PACT is a national network of NGOs working on conflict and development issues. WROC is a women's organisation that focuses on gender-based violence and community mobilisation. YABT is a subsidiary of the Organisation of American States and has a focus on employment generation and skills training for youth. A new partnership had been developed with the Violence Prevention Alliance, based at the Centre for Public Safety and Justice at the University of West Indies that was involved in data collection and community safety work. The Institute for Criminal Justice and Security at the University of West Indies (which UNDP had helped to fund) would be a partner for taking forward the work on corruption and organised crime. The Dispute Resolution Foundation would be a partner for the work to establish community peace and justice centres.¹³

While not all organizations mentioned above ended up participating in the JVPPSDP, the figure below depicts the relationship between the partners involved and project outputs and outcomes. The table below clarifies what each partner was to have contributed to which outcomes, based on their submitted work plans.

¹³ UNDP. Project Document: Jamaica Violence Prevention, Peace and Sustainable Development Programme. Available at [http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20\(2\).pdf](http://www.jm.undp.org/files/ProDoc%20Jamaica%20revised%20for%20new%20BCPR_submission_4%206%2010%20with%20Logo%20(2).pdf)

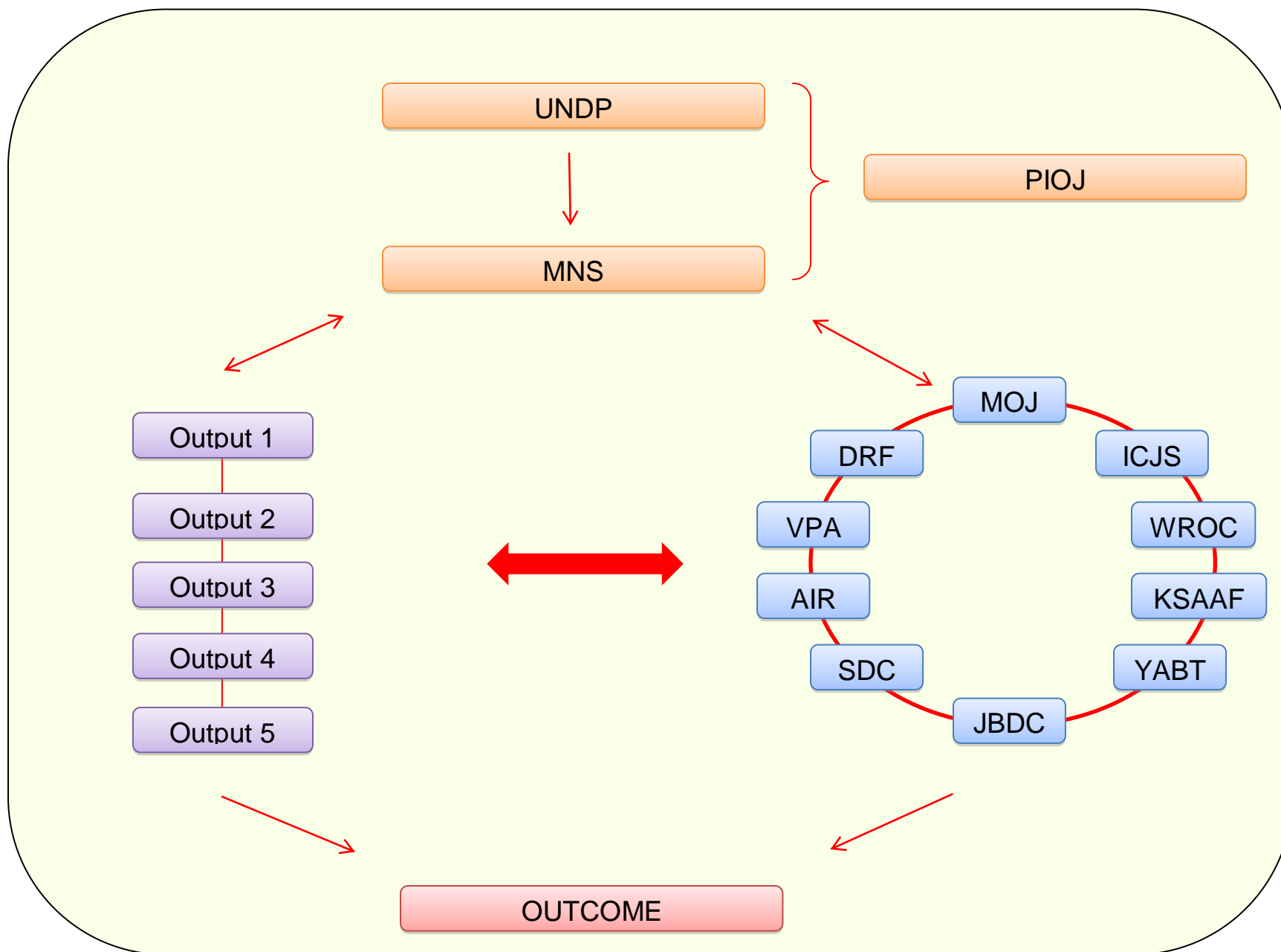


Figure 2. Relationship between partners of JVPPSDP, project outputs and project outcome.

	OUTPUT 1	OUTPUT 2	OUTPUT 3	OUTPUT 4	OUTPUT 5
Organization	Enhanced design of armed violence prevention policies and programmes	Increased capacity of institutions to prevent armed violence and increase community safety.	Increased effectiveness and coherence of international support to armed violence prevention policies and programmes.	Enhanced safety in target communities.	Development of UN Country Team programme on armed violence prevention.
Agency for Inner City Renewal					
Dispute Resolution Foundation					
Institute for Criminal Justice and Security					
Jamaica Business Development Corporation					
Kingston and St Andrew's Action Forum					
Ministry of Justice					
Ministry of National Security					
Planning Institute of Jamaica					
Social Development Commission					
Violence Prevention Alliance					
Women's Resource and Outreach Centre					
Young Americans' Business Trust					
United Nations Development Programme					

Table 1. Contribution of participating partners to the different outputs of the JVPPSDP.

The financial resources required for the JVPPSDP were an estimated US\$4,627,612. Please refer to the donor budget table for the JVPPSDP in Annex B for further details.

Purpose and context of the evaluation

The JVPPSDP ended on March 31st, 2011. Under the UNDP evaluation procedures, lesson learning and knowledge management framework, all projects are required to conduct end-of-project evaluations. As such, based upon the evaluation's findings, UNDP Jamaica will be better able to make decisions about future projects in terms of their administrative arrangements; the effectiveness of project processes; the logical pathway whereby outputs lead to outcomes; the sustainability of project impact; and how to effectively incorporate equality and gender mainstreaming in the design and execution of the project. Further, the findings from this evaluation will be used to inform the creation of a multi-UN-agency Armed Violence Prevention Programme in Jamaica.

Evaluation criteria

The major evaluation criteria that were used by the evaluators fell in the domains of Relevance, Effectiveness, Efficiency and Sustainability as they pertained to project design; project administration; project results for Jamaica; project review; project obligation challenges; and project sustainability. Additionally, the evaluation utilized the indicators incorporated into the results framework of the JVPPSDP project document. The table below summarizes the results framework of the JVPPSDP, along with the original indicators of achievement.

JAMAICA VIOLENCE PREVENTION, PEACE AND SUSTAINABLE DEVELOPMENT PROGRAMME - RESULTS FRAMEWORK (SIMPLIFIED)

OUTCOME	OUTPUT	INDICATOR
Increased capacity of government and targeted communities to attain a more peaceful, secure and just society.	Enhanced design of armed violence prevention policies and programmes.	Survey findings disaggregated by gender, are published.
		Armed violence data is published, analyzed to address gender issues, and accessible to policy-makers, law enforcement officers and the public.
		Government policies on restorative justice, community safety and small arms control are approved.
	Increased capacity of institutions to prevent armed violence and increase community safety.	MNS crime prevention unit coordinates government programmes on these issues.
		Restorative Justice unit coordinates government programmes on these issues.
		NSPIU is effectively coordinating the implementation of the NSP
		JCF and NFLA officers trained have increased awareness of small arms control.
		National policies on security, justice and armed violence are informed by experiences of CSOs.

		Parliamentary sub-committee conducts inquiries into crime and violence issues.
		Research is produced to inform policy and actions to tackle organized crime and corruption.
	Increased effectiveness and coherence of international support to armed violence policies and programmes.	Resource centre is established online with accessible information.
		Lessons learned are shared and coordinated plans are developed by different stakeholders to address armed violence in target communities.
		International development partners develop a framework to better harmonize their programmes in support of GoJ objectives.
		PIOJ takes leading role in coordinating donor assistance and national planning processes.
	Enhanced safety in target communities.	Participatory community safety plans are developed in target communities.
		New peace and justice centres established and public perceptions of access to justice increase in target communities.
		Small arms control assessments completed and public education campaigns launched in target communities.
		Civil society organizations support community

		security initiatives and mobilize citizens to participate.
		Increased perceptions of security for children in targeted schools.
		Increased proportion of young men in target communities that say they have social and economic opportunities.
	Development of UN Country Team programme on armed violence prevention	ProDoc submitted for funding.

Table 2. Summarized results framework of the JVPPSDP, along with the original indicators of achievement.

Evaluation objectives and scope

The evaluation sought to address the entire project from inception to completion and to embody a strong results-based orientation. The Evaluators were expected to produce an evaluation that would:

- Identify outputs produced by the project
- Elaborate on how outputs have or have not contributed to outcomes
- Detail the effectiveness of project processes
- Identify results and transformation changes, if any, that have been produced by the project
- Identify AVP “best practices” that can be included in the BCPR Ministerial Conference in Geneva (October 2011).

Further, the evaluation was expected to assess:

- Whether stated outputs were achieved
- What factors have contributed to achieving or not achieving outputs
- The appropriateness and cost-effectiveness of the project processes
- What factors contributed to effectiveness or ineffectiveness of the project
- The effectiveness of the partnership strategy
- Capacities gained and roles defined in the process of implementation
- Assess levels of ownership by implementing and responsible parties
- The impact of the project
- The sustainability of the project impact
- How effectively equality and gender mainstreaming have been incorporated in the design and execution
- Lessons learned on Armed Violence Prevention work that has taken place in Jamaica

Please refer to Annex C for the Terms of Reference of the Evaluation Consultancy.

While no changes were made to the scope and objectives of the evaluation during its implementation, one limitation of the evaluation was its inability to determine the extent to which reductions in crime rates in any of the target communities were directly attributable to the JVPPSDP. Especially after the violent incursion in Tivoli Gardens in May 2010, a detailed survey would have been ideal to ascertain this. This did not fall within the ToR, and there was insufficient funding to accomplish this, however.

Gender issues and relevant human rights considerations

The evaluation also sought to indicate the extent to which gender issues and relevant human rights considerations were incorporated, where applicable. Specifically, it sought to describe the following:

- How gender issues were implemented as a crosscutting theme in programming, and if the JVPPSDP gave sufficient attention to promote gender equality and gender-sensitivity. Please note that 'gender' in the development field is often defined as 'women'. In the particular demographics of attention in the Jamaican context, however, the data suggest and men are perceived to be more marginalized than women;
- Whether the JVPPSDP paid attention to effects on marginalized, vulnerable and hard-to-reach groups. As indicated above, vulnerable and hard-to-reach groups are mostly men;
- Whether the JVPPSDP was informed by human rights treaties and instruments;
- To what extent the JVPPSDP identified the relevant human rights claims and obligations;
- How gaps were identified in the capacity of rights-holders to claim their rights, and of duty-bearers to fulfil their obligations, including an analysis of gender and marginalized and vulnerable groups, and how the design and implementation of the subject being evaluated addressed these gaps;
- How the JVPPSDP monitored and viewed results within this rights framework.

Evaluation methodology

The approach of the evaluation team was to evaluate the project at different levels. The first level of evaluation was to measure the project's performance using the indicators designed for the project at its inception. Subsequently, a deeper level of evaluation was conducted which involved measuring the project in terms of project design (especially its relevance); project

administration (especially its efficiency); project results for Jamaica (especially their effectiveness); project review; project obligation challenges; and project sustainability. Additionally, this level of analysis led to a more nuanced understanding of the impact of the project, the causal relationship between stakeholders' outputs and project outcomes, and the unique experiences of all stakeholders that led to the success (or lack thereof) of project processes.

To that end, extensive desk reviews were conducted of all documents produced by the project and other relevant knowledge products. These included JVPPSDP quarterly progress reports, annual work plans and documents on activities of JVPPSDP Partners. Please see Annex D, which lists the documents and files received from the JVPPSDP Project Management Unit (PMU) that The Competitiveness Company inventoried for the evaluation.

In addition to this review of secondary data, Rapid Appraisal Techniques (RATs) were a central methodology employed in primary qualitative data collection for this evaluation. RATs have the distinct advantage of being low-cost; quick to complete; good at providing in-depth understanding of complex systems and processes; and flexible. Additionally, RATs are especially useful and appropriate when qualitative, descriptive information is necessary for decision-making; when an understanding is required of the motivations and attitudes that may affect behaviour; when available quantitative data must be interpreted; and when the primary purpose is to generate suggestions and recommendations. The RATs that were employed for this study included:

Key informant interviews – These were qualitative, in-depth and semi-structured. The interviewers were guided by listed topics, but questions were framed during the interviews using subtle probing techniques.

Focus groups - Groups of participants discussed issues and experiences of the JVPPSDP among themselves. A moderator introduced the topic, stimulated and focused the discussion, and prevented domination of discussion by a few.

Direct observation – Evaluators visited relevant sites (whether virtual or actual) and recorded what they saw and heard. Observation was of physical surroundings or of on-going activities, processes or discussions. Additionally, this served to validate the existence of each site, and provided an opportunity to evaluate each site's functionality and sustainability.

Additionally, quantitative data aggregation was conducted. In particular, benchmark statistics on crime in the target communities were obtained from the Jamaica Constabulary Force, via the Violence Prevention Alliance's Crime Observatory.

Organizations/entities that were contacted for participation in the evaluation included:

- Agency for Inner-City Renewal
- Canadian International Development Agency
- Dispute Resolution Foundation
- Institute of Criminal Justice & Security
- Kingston and St. Andrew Action Forum
- Jamaica Business Development Corporation
- Jamaica Constabulary Force
- Jones Town Community Development Committee
- Ministry of Justice
- Ministry of National Security
- Planning Institute of Jamaica
- Social Development Commission
- Trench Town Community Development Committee
- UK Department for International Development
- US Agency for International Development
- Violence Prevention Alliance
- Women's Research & Outreach Centre
- Young Americas Business Trust
- Community of Practice members
- Residents of the JVPPSDP's target communities

Questionnaires were electronically delivered to 33 representatives of these stakeholders; 16 persons were interviewed in person as well. Please see Annex E for the questionnaire that was circulated to each stakeholder. Additionally, one focus group was conducted with residents from Jones Town at a Jones Town CDC monthly meeting to gain their perspectives on the JVPPSDP. Attempts to meet with the Trench Town CDC were unsuccessful. Please see Annex F for a list of those persons who received surveys and were interviewed.

The Competitiveness Company's evaluation team consisted of Dr. Beverley Morgan (Head of The Competitiveness Company); Dr. Neville C. Duncan, Professor Emeritus; and Mr. Glaister Leslie, Monitoring and Evaluation Officer

at The Competitiveness Company. Please see Annex G, for biographies on all members of the evaluation team.

The evaluation team experienced significant delays in the project due to challenges faced in acquiring and making an inventory of all documents produced by the project. The documents received were not indexed in a detailed way, which resulted in the team spending considerable time making an inventory of the over 600 documents sent, before it could be determined what required documents were actually missing. Similarly, the inclement weather experienced for two weeks in May/June affected the team's capacity to conduct all interviews in a timely manner.

Stakeholders' participation

Stakeholders, ranging from government officials and international development partner representatives, to the directors of community-based organizations, were involved in the evaluation. Please see Annex F for a list of those persons who received surveys and were interviewed. While all stakeholders received questionnaires, approximately half of them were interviewed in person. Persons were selected to be interviewed if their responses to the questionnaire required elucidation; to give the evaluation team an opportunity to respond to persons who did not complete the questionnaire; and for the evaluation team to meet in person to ask stakeholders questions outside of the questionnaire and give them an opportunity to tell the team things it never asked or that they did not wish to commit to writing.

Ethical safeguards

The evaluation methodology was designed to facilitate confidentiality. No extraneous copies of JVPPSDP documents were made during the desk review process. The Competitiveness Company's Monitoring and Evaluation Officer strictly supervised copying of such materials. Additionally, the evaluation team requested that all stakeholders return questionnaire responses directly to the email addresses of the individual reviewers, and not the general email address of The Competitiveness Company, to ensure confidentiality. Further, all responses by stakeholders to the questions asked by the

Evaluation Team were kept in the strictest of confidence; no stakeholder was directly linked to any comment that is shared in this evaluation report. In this way, the privacy of participants who participated in the interview process was protected. Lastly, all in-persons interviews were conducted in the privacy of the offices of each interviewee, or in private offices of The Competitiveness Company. In this way, the stakeholders had control over the persons who would hear their opinions about the JVPPSDP.

Evaluation Results

It was very important that the documents be reviewed by the evaluation team before the administration of the questionnaire and the face-to-face interviews. As such, this was done first. The number of reports and JVPPSDP-related documents proved to be substantial and there was slow response from some of the partners in returning the evaluation questionnaire because of changed or re-located leadership. Yet the questionnaire/interview response rate was quite good (70%). The findings of this process are below.

Of necessity, in an all-embracing programme such as the JVPPSDP, there were varying capacities existing in each partner to carry out the tasks assigned. Those that had professionally-trained staff and a strong organizational structure, like the Social Development Commission, proved more likely to achieve the agreed objectives assigned. Those which had weaker organisations and seemed more like social movements, like the Kingston and St. Andrew Action Forum, had a greater degree of difficulty, even when strengthening activities and technical assistance were rendered to them, in achieving the agreed objectives. The inability or unwillingness to meet the reporting criteria, for example, was observed in several of the quarterly and annual reports. The JVPPSDP pre-implementation workshop provided to these stakeholders on June 18, 2008 did not address administrative/reporting capacity building, according to the workshop report provided to the Evaluation team by the workshop consultant. Yet, it would have been a serious tactical error not to have engaged the services of this latter group. Their participation was an exciting feature of the project.

The weaknesses/challenges of the less capacitated organizations were recognized more formally by the UNDP, among other partners, and a

positive correction made by asking groups to competitively bid for continued project participation. This led to most partners, for one reason or another, not re-bidding. It should be noted that the introduction of this requirement for competitive bidding in keeping with funding procedures resulted in some of the organisations having a sense of disaffection and loss of face.

The evaluation also revealed delayed starts to agreed work plans by some of the partners (such as KSAAF); some waiting for equipment ordered (in the case of the DRF); or for programmes being written; slow appointment of personnel and a delayed start to the Montego Bay project because of flare-up of violence in the chosen community (for example, in the case of the VPA's and WROC's work). Yet, in spite of these, a fair degree of creativity and flexibility marked the project and sound and replicable achievements emerged (see Tables 2 & 4 below for summary of overall project, and individual partner, accomplishments). It is difficult given the normal period for a UNDP Country Programme (CP) to have a project in which all the partners are adequately pre-prepared to participate with full effectiveness. Full marks are awarded however for such a far-reaching initiative and partner involvement in the design. Lessons learned from this will be quite instructive.

The quarterly and annual reports were also of varying quality with the established organizations, like JBDC and SDC, providing much better reports and deeper understanding of their work plans and having the personnel to record and report adequately. There was also much repetition in each periodical report and perhaps there is a way to simply add what is new each quarter in a different colour to the original report so progress (or the lack thereof) is obvious.

At the most apparent level of evaluation, the table below illustrates the performance of the JVPPSDP in meeting its objectives, as measured by the indicators chosen at the project's inception.

Output	Indicator	Baseline	Target	Performance of selected Indicator	Rating (1-5)
1. Enhanced design of armed violence prevention policies and programmes .	Survey findings, disaggregated by gender, are published.	Previous crime victimization survey done.	GoJ/stakeholders have data need for policy-making/implementation	2009 Survey completed.	4
	Violence data published, addresses gender, and accessible to policy-makers etc.	Data not readily accessible/harmonised and analysed to inform policy & programmes.	GoJ/stakeholders have data need for policy-making/implementation	VPA produced GIS maps of armed violence, but no evidence of policy use.	2
	GoJ policies on restorative justice, community safety and small arms control approved.	NSP provides overall framework but no detailed sectoral policies.	Government has policies to increase safety and access to justice in communities.	RJP not yet approved. CPCSS submitted to Cabinet. Arms control policy incomplete.	2
2. Increased capacity of institutions to prevent armed violence and increase community safety.	MNS crime prevention unit coordinates GoJ security programme.	Little capacity in MNS to coordinate CPCS programmes.	GoJ better coordinates programme implementation.	CPCS Unit established at MNS. CRP created with JVPPSDP support.	3
	RJU coordinates GoJ programmes in this area.	Little capacity in MOJ to coordinate restorative justice programmes.	GoJ better coordinates programme implementation.	RJU established at MoJ.	3
	NSSIU coordinates NSP implementation.	NSSIU has little capacity to coordinate.	NSPIU oversees NSP implementation.	NSSIU never fully activated.	1
	JCF and NFLA have increased awareness of small arms control.	Officers in JCF and NFLA lack small arms control training.	JCF and NFLA have increased capacity to control small arms	JCF and NFLA officers now trained in small arms control.	4
	National policies on crime informed by CSO's	CSOs have little policy & advocacy experience.	CSO network provides strong voice for CSOs in	No formal CSO network formed. VPA informs	2

Output	Indicator	Baseline	Target	Performance of selected Indicator	Rating (1-5)
	experiences.		policy debates.	policy, but few others.	
	Parliamentary sub-committee inquiries into crime issues.	Sub-committee has little capacity to play oversight role.	Parliamentary sub-committee develops oversight role	Not accomplished as far as Evaluators were made aware.	1
	Research produced on organised crime and corruption.	Little available public data on organised crime and corruption.	Research increases initiatives against organised crime.	No original research produced with JVPPSDP funds.	1
3. Increased effectiveness and coherence of international support to armed violence policies and programme	Resource centre established online with information.	Information about security projects not easily available.	Information readily accessible.	Online CoP established. Very low utilization rate - largely unsuccessful.	2
	Different stakeholders coordinate to address violence.	Little existing coordination.	Initiatives in target communities coordinated.	Some coordination with merger of CSJP-CSI, and CRP creation.	3
	International development partners develop framework to better harmonise programmes with GoJ objectives.	Gaps/overlaps in current international development partner support to security programmes.	International development partner programmes are harmonised.	Not accomplished, initially through GoJ, but done eventually with CRP.	3
	PIOJ leads coordination of donor assistance.	PIOJ can't coordinate donor support properly.	PIOJ coordinates donor support well.	PIOJ has assumed role, but still lack capacity.	2
4. Enhanced safety in target	Community safety plans developed in target communities.	No community safety plans; high insecurity	Community safety plan exist; enhanced safety.	Plans developed 2 of 3 communities. No increases in safety	2

Output	Indicator	Baseline	Target	Performance of selected Indicator	Rating (1-5)
communities .	New peace and justice centres (PJC) established; perceptions of access to justice increase.	No national policy on RJ and little access to justice for citizens in local communities.	Increased levels of access to justice in priority communities.	A new PJC established in St. James. Perception of access to justice hard to measure.	No rating can be assigned.
	Small arms control assessments completed and public education campaigns launched.	No small arms control activities in target communities.	Increased capacity of stakeholders in target communities to control small arms	Arms assessments not completed. Campaigns launched but poorly designed.	1
	CSOs support community security initiatives	CSOs lack capacity to engage security issues.	CSOs more involved in community security.	CSOs increasingly involved in security.	4
	Increased perceptions of security for children in targeted schools	Sample survey to be done at start of programme.	Safe schools plan developed; increase safety in schools.	No evidence of increased safety.	1
	More young men have economic opportunities.	Few economic opportunities for youth.	More economic/social opportunities for youth.	No demonstrable change.	1
5. UNCT AVPP.	ProDoc submitted for funding	No joint UNCT AVPP	Agreement by UNCT on joint AVPP.	Draft concept note created.	3

Table 3. JVPPSDP performance measured using indicators selected at project inception. Please refer to Annex H for a list of acronyms.

The second, more nuanced level of evaluation is presented below and relies heavily on key participants' perspectives.

Project Design

The project was generally regarded as well designed and innovatory. It was also deemed to have been arrived at through a satisfactory collaborative and participatory process led by the UNDP. It showed respect for programme partners and their ideas by the setting up of a Project Board on which multiple partners sat. This approach allowed a sufficient degree of flexibility in the project management in response to the feedback of programme partners, especially in achieving more efficient disbursement of funds and during various aspects of the implementation stages. Importantly, the design – including the implementation strategy – acknowledged the importance of coordinating and facilitating improvements in national policies, plans and frameworks for violence prevention before shifting to community-level implementation. As such, the project's design was balanced in terms of project scope vs. institutional capacity – that is, the Project Management Unit would have had the capacity to manage the project according to the implementation strategy describe above. Decisions to deviate from this strategy (discussed further below) apparently over-estimated the capacity of the Project Management Unit.

Here are some of the positive comments:

There were some design elements which were excellent, for example, the recognition that Violence Prevention, Peace & Security must involve a broad range of stakeholders.

... created a culture among all stakeholders of a harmonized implementation

The JVPPSDP was reasonably well designed through collaboration with some of the main partners and has shown respect for partnership as demonstrated by the use of the Project Board

One flaw in the initial design, however, was its limited scope for offering alternative livelihoods for at-risk youth, though some project partners, like YABT, did implement some micro-enterprise development activities. Where

alternative livelihood development was mentioned, specific ideas about implementation were vague.

USAID's funding of an Alternative Livelihoods Programme in the latter part of programme implementation had the reasonable intention to compensate for this deficiency in the original project design. The intention was for micro-entrepreneurs to be trained and then receive support, through a business incubator component, for the development of business ideas, whose potential would have been determined by the Economic Baseline Study of Jones and Trench Towns. While the logic of the Alternative Livelihood Programme's design was generally sound, the lack of private-sector involvement, micro-enterprise funding for those who were trained, and market-driven ideas on which micro enterprises could build, undermined this portion of the JVPPSDP's success. The presence on the project board of an appropriate member of the private sector might have made a difference in this regard. Further, the programme was undermined by the uncertainties, delays and changes surrounding implementation of the incubator component of the plan. To date, the attempt to create a music studio by the contracted NGO, instead of a business incubator, has halted the natural progression of the circa 270 persons who were trained by JBDC with the expectation of getting support from business incubators.

There were also a number of unfulfilled expectations concerning how the design would be financed and supported. It was stated, for example, that the project would work in partnership with a large number of UN agencies to help increase cooperation and collaboration. This happened fitfully, if at all.

The Project Document was accompanied by a budget, which unfortunately was never realised in full. For example, 20 per cent of the budget was to have been allocated to gender activities. One key participant indicated that the focus on gender activities, rather than on ensuring that "gender consciousness" permeated the activities was probably a design flaw.

Additionally, while the lack of consensus on the communities in which the project would work from project conception initially brought about chaotic project implementation, harmonization of the work of all JVPPSDP partners midway through the project brought about greater overall project efficiency because of the focus on target communities.

Finally, it was noted that *all the persons that received financial support under the "Institutional Development: building capacity" are no longer working for the partner NGOs, (WROC, KSAAF, YABT), and so sustainability of the project in this regard was seen as negatively affected, and not properly anticipated in the project's design. A comment from one informant is below:*

...it was clear that all partners were concerned about how they will survive after the project has ended. The project design did not establish sustainability for these NGOs after the project end.

Project Administration

There were varying views on project administration. The UNDP (Jamaica) persons associated with the project were highly praised for their attentiveness, availability, flexibility, ready support and advice. Partners referred to challenges, however, that were said to arise with regard to long delays in starting activities caused by the late or non-arrival of funds and also with a change in the disbursement arrangements. This often led to high levels of uncertainty and anxiety. On the other hand, UNDP personnel asserted that much of the delay was due to partners' not reporting properly on their activities and on the degree of progress towards achieving objectives as stated/agreed in their respective annual work plans, these being prerequisites for disbursement. Nevertheless most funds were eventually disbursed including some unanticipated funds, which helped to support more activities at the community level.

Some of the issues specified as part of the challenges faced included the signing of the project in April 2008 whereas the Project Manager was not appointed until June. In the interim, a certain amount of training and development of work plans took place, ostensibly under the guidance of a short-term consultant hired to, among other things, conduct a workshop for JVPPSDP stakeholders to sensitize them to project goals. In addition, at one stage all administrative, financial and accounting matters were handled by the UNDP staff, which was burdensome, since they had other commitments for which they were responsible. Further, it took the Ministry of National

Security months to accept responsibility for the national execution of the project. Therefore, at the beginning, there were disappointments with delays and uncertainties. Adjustments in procedures, however, and a change in project implementation from UNDP-implementation to national (i.e. GoJ) execution proved to be real improvements towards institutionalising the process at the national level. Key persons interviewed attributed some of the delays in implementation to support from Panama being extremely slow. This was ostensibly due to the internal financial classifications of the project in UNDP's system, which prevented funds from being disbursed to any project partner if one partner had not spent a certain portion of funds it had received in a previous tranche. One comment related to this, from a key informant, is below:

There was a challenge, however, with implementation of a multi-stakeholder plan. ... in future a multi sector approach should be split between several projects.

The evaluation team was unable to validate these assertions, but noted them because of the insistence with which they were made.

The filing/record retrieval capacity of the PMU was wanting. Folders on participating stakeholders contained different versions of the same year's work plan, or contained faded reports that could not be understood. Therefore, it was not easy to identify which work plans/reports were the correct/relevant ones or to determine the most updated – as some had been revised/modified (which would result in confusion for someone who did not work with those documents and wanted to retrieve them).

Administration and management at the NGO-level was also inefficient at times. Ideally, an efficient approach to project implementation that each participating organization would have taken would be to complete internal capacity building, stakeholder analysis, baseline data collection, and work plan drafting *before* beginning actual activities. This was in fact the approach taken by some partners like the DRF, WROC and SDC. Organizations such as KSAAF, however, initiated community mobilization and then put those activities on hold to conduct internal capacity building exercises, which was inefficient. In spite of the wisdom of establishing work plans before beginning activities, plans still took at least 2 months out of each year to be completed and approved, which left only 10 months of the year to implement project activities. Procurement of equipment, which was a major

source of inefficiency for partners, also delayed project implementation significantly.

Arguably, many of the challenges faced with partnering NGOs could have been avoided if the project had been implemented as it had been designed. The programme was designed with a phased approach to implementation and it was expected that Year One would be used to develop detailed plans for Output Four, the community level part of the programme. Years Two and Three would then see a programmatic shift from facilitation and coordination into supporting community-level implementation of the policies and strategies that would have been developed in Year One. Had the programme followed this trajectory, it would have allowed time for the PMU to work at a more manageable pace during its first year of implementation, without the additional task of coordinating so many Responsible Partners, many of whom would not have had to be involved in Year One at all. Indeed, the vast majority of indicators of success for the first three outputs of the project (see Table 2) were not dependent upon partnering NGOs.

Project Results for Jamaica

The project results were deemed generally to be good for Jamaica although it was difficult to specifically measure impact. An initial description of project results is summarized in the table below.

Organization	Planned Activities Accomplished	Planned Activities <u>Not</u> Accomplished
AIR		<ul style="list-style-type: none"> • Development of new businesses and products (establishment of a music business training centre and recording studio)
DRF	<ul style="list-style-type: none"> • Strengthened administrative capacity of DRF. • Experiences and best practices from the Caribbean on dispute resolution disseminated to stakeholders. • System-wide communications strategy developed to generate public awareness of the value and range of DRF services. • Three communities trained in mediation. • 15 persons trained (Western Region) to be advanced mediators. • Community Action Committee members in Granville, Trench Town & Jones Town trained on restorative justice (no persons trained in Granville due to violence). • Community Action Committee members in Granville, Jones Town & Trench Town trained on conflict resolution. 	<ul style="list-style-type: none"> • Establishment of a regional network on small arms control. • Baseline Study to review status of DRF in 3 Peace & Justice Centres.
ICJS	<ul style="list-style-type: none"> • Capacity of ICJS strengthened. • National seminar on organized crime hosted. 	<ul style="list-style-type: none"> • Research produced to inform policy and actions to tackle organized crime and corruption. • System for monitoring organized crime. • Monitoring System reviewed and

Organization	Planned Activities Accomplished	Planned Activities <u>Not</u> Accomplished
		findings analyzed and disseminated. (The Round Table held was not to review the monitoring system or present preliminary findings).
KSAAF	<ul style="list-style-type: none"> • KSAAF capacity strengthened. • Networking and mobilization established. • Communication and media strategy developed. "Get the Guns off the Streets" campaign launched. 	<ul style="list-style-type: none"> • Assessment of "Get the Guns off the Street" campaign.
JBDC	<ul style="list-style-type: none"> • Development of economic baseline data and business diagnostic. • Improvement in capacity of youths to access employment or entrepreneurship. 	
MNS	<ul style="list-style-type: none"> • Capacity of MNS strengthened. • Community safety/crime prevention policy finalized. (The target to have the completion of the Strategy was achieved and is currently being implemented by the MNS, although it has not yet been presented to Cabinet). • Establishment of the community safety and crime prevention unit, and MNS policy directorate. • Awareness of impact of crime & violence on communities raised. • Capacity built of JCF, community representatives, school safety teams to 	<ul style="list-style-type: none"> • Small arms policy and draft legislation. • Sustainability of the Supervised Suspension Programme in St. Catherine. • Capacity strengthening of the JCF's Crime Prevention and Community Safety Branch. • "Pathways Out of Organized Crime" project. • Preliminary participant interviews & psychological evaluation of prospective participants.

Organization	Planned Activities Accomplished	Planned Activities <u>Not</u> Accomplished
	deal with domestic violence.	
MoJ	<ul style="list-style-type: none"> • Capacity of MOJ strengthened. • Island-wide public consultations conducted on restorative justice policy. • Establishment of a Restorative Justice Unit. • Restorative justice policy drafted and ready for Cabinet Submission. 	<ul style="list-style-type: none"> • Production of report on gender barriers to justice.
SDC	<ul style="list-style-type: none"> • Institutional capacity of SDC built. • Community Safety Plans developed for 3 priority communities: Jones Town, Trench Town and Granville. • Thirty people trained in "Participatory Learning and Action". • Capacity of CDCs in Jones Town and Trench Town strengthened. • Increased trust between police and communities in target communities. • Mobilizing youth to take part in alternative livelihood activities. 	<ul style="list-style-type: none"> • Comprehensive data on target communities collected and organized for networking and informing of policies and programmes.
UNDP	<ul style="list-style-type: none"> • Assessment of community security and transformation programmes in Jamaica. • Increased harmonization of international development partner security and justice programmes. • CoP Facilitator trained in management of platform. • Awareness of CoP built among key 	<ul style="list-style-type: none"> • Building capacity of CoP members. • Establishment of national ownership of CoP.

Organization	Planned Activities Accomplished	Planned Activities <u>Not</u> Accomplished
	stakeholders. <ul style="list-style-type: none"> • Pre-launch discussion taking place on CoP. • CoP branded and name selected. • Public launch of CoP. • CoP in full operation. • Promotion of active membership and participation in CoP. • Impact and activity of CoP assessed. 	
VPA	<ul style="list-style-type: none"> • VPA capacity strengthened. • Violence & community data collected and analyzed. • 12 law enforcement officers trained in GIS data collection, analysis and application. • Violence data disseminated and accessible to law enforcement officers, policy makers and the public. 	
WROC	<ul style="list-style-type: none"> • WROC administrative capacity strengthened. • Database created. • Data analyzed and gender sensitive perspective developed. • A parenting and life skills manual developed to train Community Action Committee trainers. • 20 persons from each of the three priority Action Committees trained (60 in total). • From the Action Committees, parenting 	<ul style="list-style-type: none"> • Framework for partnership programme and networking work plan developed. • WROC drama group to move from amateur to near professional status.

Organization	Planned Activities Accomplished	Planned Activities <u>Not</u> Accomplished
	<p>support groups formed in the target communities of Jones Town, Trench Town and Granville in addition to Lyndhurst Community (no training done in Granville due to violence).</p> <ul style="list-style-type: none"> • Behavioural change encouraged in three priority communities plus Lyndhurst Community. 	
YABT	<ul style="list-style-type: none"> • Administrative capacity of YABT strengthened. • 100 persons in 4 JSPD partner communities introduced to gender and security issues, through networking with a "Best Practice" community (only 85 persons of the target 100 persons were reached, however.) • Strengthening implementation capacity through the procurement of essential equipment. • Capoeira Clubs formed in three priority communities. 	<ul style="list-style-type: none"> • Formation of 4 NGOs/CBOs. • Establishment regional network and exposure to best practices on security issues and alternative livelihood for marginalized youth (though two representatives did get chance to go to forum in Trinidad and Tobago). • Expose 30 interested but unattached youth seeking employment to alternative income generating activities that can be implemented at the community level. • Science Business Labs conducted in each of the priority communities. • 4 community enterprises established, employing at least 8 people full time.

Table 4. Summary of planned activities accomplished (or not) by JVPPSDP stakeholders, based on the "Activity Results" reported in the JVPPSDP Final Progress Report, March 2011.

The project results are further presented below in greater detail, disaggregated by project outputs.

Output 1

There was enhanced design of armed violence prevention policies and programmes (Output 1). Some features included: successfully supporting, both financially and through technical assistance, the development of the National Crime Prevention and Community Safety Strategy (CPCSS), and Draft Restorative Justice Policy (RJP). While the CPCSS and RJP have not yet been approved, their development is still a signal accomplishment. The small arms control policy, however, remains incomplete.

The relationship built between the Institute for Criminal Justice and Security (ICJS) and the Ministry of National Security (MNS) is another indicator of success of Output 1. An ICJS-/MNS-sponsored workshop, for example, in December 2009 was an encouraging demonstration of ICJS' contribution to national policy development. There, the MNS presented its gang reduction strategy at the workshop for critical review and feedback from non-state criminal justice experts. The collaborative approach to policy development that the MNS demonstrated in presenting its strategy to non-state actors for feedback represents a positive shift in the general approach of the government to policy/programme design.

Beyond the achievement of pre-planned milestones for this output, a transformative result to which the JVPPSDP contributed is a new emphasis by the GoJ on evidence-based policy-making on violence prevention. Initially this was accomplished in part through the work of the JVPPSDP-funded Violence Prevention Alliance (VPA), which has paved the way for the development of a National Crime Observatory (NCO). More recently it has been accomplished through supporting an inter-agency data gathering process to select 100 priority volatile and vulnerable communities for the implementation of the CPCSS and the Community Renewal Programme (CRP). In addition to helping to develop new ways of partnership between government agencies, as well as non-state actors, this emphasis on data collection for decision-making may now provide a baseline against which progress can be measured.

Output 2

Another achievement is identified as the improved capacity of institutions to help prevent armed violence and increase the levels of community safety (Output 2). Specifically, the programme has had a major focus on capacity building of government agencies and partners. The National Technical Advisors (NTAs) that JVPPSDP funding enabled the GoJ to hire have played critical roles in the Ministry of National Security and Ministry of Justice in the development of policy and programmes. Under the guidance of the NTA at the MoJ, for example, there was greater acceptance of what needs to be fixed in the Justice System and recognition of the need to act swiftly; a RJ Policy was drafted; and a 2010 MOJ launch occurred of Restorative and Community Justice (RCJ) as a pilot project in four communities - Granville, Tower Hill, Spanish Town and May Pen. Additionally, there was a growing understanding and excitement within Jamaican society, particularly within members of the pilot communities and the Ministry of Justice, about the relevance of RJ practices to solving issues of conflict and poor social cohesion.

An indication of the NTA's value, and the sustainability of the approach, is that both of them are now being retained by their ministries beyond the lifespan of this programme.

The Project Management Unit (PMU) itself has played a useful supporting role to the Crime Prevention and Community Safety Unit (CPCSU) in the Ministry of National Security (MNS). This has helped support the implementation of priority actions in the Crime Prevention and Community Safety Strategy, and facilitated the development of new partnerships with other ministries and agencies that will be important to sustaining joint action on violence prevention.

The JVPPSDP was also to have built the capacity of the National Security Strategy Implementation Unit (NSSIU) to implement the National Security Policy. The NSSIU was never fully activated, however, in any way that UNDP could offer tangible support. This was through no fault of UNDP.

The capacity of SDC's Research Unit has been significantly enhanced through the programme. Through the provision of equipment and training, SDC is now able to map the valuable data it collects in its community profiles using GIS. A website is being created to make these maps widely available to the public.

Similarly the JCF and NFLA have increased awareness of small arms control through the JVPPSDP. Representatives from both organizations attended a regional workshop on stockpile management with UN-LiREC that was held in Kingston in 2010.

The project was only moderately successful in building the capacity of Civil Society Organizations (CSOs) to prevent armed violence. An important part of building the capacity of institutions to prevent armed violence is building CSO's capacity to manage the development aid they are given to implement programmes. The alleged misappropriation of donor agency (though not UNDP) funds by the Kingston and St. Andrew Action Forum (KSAAF) highlights the fundamental challenges that small organizations such as KSAAF face in administering large amounts of development aid. There is no indication that UNDP, in partnering with them, sought once more to increase KSAAF's administrative capacity. Further, after the alleged misappropriation of funds, no apparent effort was made to increase the organization's capacity; KSAAF was instead, as described by one of its members in an interview, "blacklisted".

The provision of equipment such as desks, chairs, and computers were tangible means of building these organizations' capacity, despite sometimes severe procurement and funds disbursement delays which were alleged to have resulted from UNDP's procedures. These provisions were especially integral to the setting up of the offices in Montego Bay of the Social Development Commission and the Dispute Resolution Foundation as these organizations sought to build their implementation capacity outside of the Kingston Metropolitan Region. Several partners, however, did not show an understanding that purchasing or receiving equipment and supplies, which were meant to assist with the achievement of objectives, were not the same as achieving objectives. Some attempts at capacity building were unsuccessful; the Violence Prevention Alliance (VPA)'s attempt to train Jamaica Constabulary Force (JCF) officers in geographic information systems (GIS) mapping proved an exercise which was less-than targeted to the perceived needs of the JCF as all police officers who were trained reported that their supervisors had not requested outputs that require the use of GIS skills, and the officers doubted that this was likely to change, even after a refresher GIS course.

The project successfully brought about inter-NGO collaboration, which has in turn increased each organization's capacity to prevent violence through increased coordination. For example, the ICJS reported that it held a number of meetings in the target communities with the support of KSAAF, which gave insights to the communities' views of gangs and organised crime, which was central to the work of the ICJS. No formal CSO network was established as planned, however, that could be a medium through which CSOs could collectively present their views to government on policy debates.

As far as the Evaluators are aware, no original research was produced with JVPPSDP funds on organized crime and corruption, nor was a parliamentary sub-committee capacitated to conduct inquiries into crime issues – these were two goals of Output 2.

Output 3

Another targeted outcome was the increased effectiveness and coherence of international support for armed violence prevention policies and programmes (Output 3). In this aspect of the programme the MNS supported UNDP's coordination of the international development partner Security and Justice Working Group (SJWG) to increase the harmonisation of donor assistance. The SJWG funded a study commissioned by PIOJ and mandated by the Prime Minister of lessons learned from 10 extant community security programmes in Jamaica. The findings and recommendations of this report have led to a number of changes to increase the effectiveness of the government's response, including the integration of the IDB-funded Citizen Security and Justice Programme and the DFID-funded Community Security Initiative, an increased focus on targeting interventions at high-risk youth, and the on-going development of an inter-agency coordinating mechanism through the Community Renewal Programme (CRP) along with international donor harmonization around CRP target communities. For example, USAID's Development Grant Program 3, is focused on the communities identified in the CRP. It must be noted, however, that the intent was for UNDP to support the MNS' coordination of the SJWG, not the other way around. UNDP's Governance Unit ended up having to assume responsibility for this coordination and it is not entirely clear if the MNS has, as yet, assumed this responsibility as was intended. USAID's commitment of funds to support an Alternative Livelihoods component of the JVPPSDP, instead of funding an

entirely new, independent, programme is further evidence of increased donor harmonisation.

Establishing a Community of Practice (CoP) was another major activity that was supposed to lead to Output 3. The UNDP, working with other UN agencies and National Partners, therefore launched the Jamaica Partners for Peace (JPP) in 2009 as a web-based network CoP for people working on violence prevention. The challenge is that the use of the facility by the members has been less than satisfactory for various reasons, including a reliance on internet-based means of communication within the Community when not all prospective participants/beneficiaries have such access; a pre-existing culture of not sharing information between stakeholders in Jamaica; a need to get approval from senior GoJ staff before comments could be posted by GoJ representatives; and a lack of support from Ministries, Departments and Agencies to participate in the Community. Efforts are now being undertaken to run face-to-face workshops alongside this facility in the hope of stimulating more online activity and use by the CoP.

Output 4

Another objective was the enhancing of safety in targeted communities. This output was difficult to measure in the absence of an agreed list of target communities; the customary challenges of attribution; agreed measurable indicators of safety; and baseline measurements of these indicators. The five components of this output were the establishment of peace and justice centres; small arms control; the provision of sustainable economic opportunities for young men at risk of becoming involved in gang violence; community mobilization; and supporting the GoJ's safe schools programme. Initially, there was support from a broad range of NGOs – KSAAF, WROC, YABT, VPA, ICJS – working on violence prevention at the community level. Specifically targeted in due course were the communities of Jones Town and Trench Town, including Rose Town, in order to identify needs, and develop community safety plans.

The Dispute Resolution Foundation (DRF) successfully established a centre in St. James and improved its Spanish Town Centre.

There is no means of determining to what extent small arms control was actually accomplished, despite increases in community policing by the JCF,

and the efforts of KSAAF to promote a “Get the Guns Off the Streets” campaign (which, in actuality was not a disarmament campaign). Attempts to provide sustainable economic opportunities for young men were largely unsuccessful, due in part to the reasons listed above. Communities were mobilized, but many were abandoned after they were not selected as target communities after the harmonization of the JVPPSDP. Support was offered to the Safe Schools programme in that some Safe School teams attended three, two day workshops in domestic violence conducted by the MNS, though no data were available to the evaluators of the effect this had on safety in schools.

Capacity building has been provided to the Community Development Committees, through the SDC, to create community safety plans. Though creation of community safety plans was achieved, and it was expected that support would then be provided to implement priority actions identified by the communities in their plans, no funding was ever identified to actually implement each plan – whether to pay CDC members to implement the plan or to provide infrastructure for the CDC. At least one CDC highlighted that they did not even have a printer to print flyers for community mobilization.

A highlighted purpose was to create alternative livelihoods. The logical plan of the alternative livelihoods portion of the project was that an economic survey would be carried out in both communities and then entrepreneurial training would be provided to approximately 270 young persons, with the expectation that they would find employment or create their own local businesses. JBDC was contracted to conduct the baseline economic survey and the training of community residents, and SDC was contracted to mobilize the communities for participation. The intended next stage was for these persons to be sent to business incubators to be provided with business development support.

This alternative livelihoods programme was a major disappointment because those trained under the programme for employment and entrepreneurship never had the chance to benefit from the anticipated business incubators. It was a severe disappointment for the persons so trained. JAMIN, which is a music studio facility to be created by the Agency for Inner-City Renewal (AIR), was made a substitute for these incubators, though none of the approximately 270 persons trained under the programme was trained in music. Further, although JAMIN had an incubator component and there was

reported training of young persons, it has so far, at the end of the JVPPSDP, not been created, although expensive equipment was acquired and is in storage. The JAMIN music studio has worked and continues to work in isolation from the JBDC and the SDC, when the obvious intention was that they should have worked synergistically. It is therefore evident that this aspect of the JVPPSDP, was a failure. Indeed, the baseline study conducted by the JBDC, which should have informed incubator activities was never synergistically utilised. It remains, however, an output on which further development initiatives can be built.

The extent of the failure of the JVPPSDP to achieve the objectives of the alternative livelihoods programme can be adjudged in terms of the contractual expectations. These included aspects that:

- The project supported the development of Community Safety Plans in Jones Town and Trench Town, and the need for alternative livelihoods support and entrepreneurial training was identified by residents as a key priority. An important focus was to create a bridge to allow the marginalised, unemployed youth who exist almost entirely in the informal and underground economy to participate in the formal economy.
- This was to have been done through a combination of interventions and methodologies that would have channelled this energy into alternative livelihood options, that sought to support and expand existing businesses in the community, create self-employment through entrepreneurship, while at the same time providing the evidence that would have demonstrated that the community environment has reached the level of stability that would allow businesses from outside of the communities to invest. This would not only help to generate jobs but also provide needy services to the communities.
- The support that would have been provided in the target communities would have included the implementation of context-specific initiatives such as capacity to access micro-credit, skills training and career consulting schemes. In addition to focusing on economic opportunities, these programmes would also have included an element that dealt with issues of male identity and gender-based violence to help develop more positive models of masculinity among this key target group.

- The programme would have engaged communities in dialogues on security issues and create an understanding that targeting of at-risk youth, particularly males, is a necessary and justified component of bringing safety and security to the wider community.”

Each of these expectations was weakly imprinted upon the outcomes of the alternative livelihoods portion of the JVPPSDP. The project focused primarily upon KSA inner city communities with a degree of abandonment of the Flankers community, which had experienced high instability during part of the period. In addition, in the KSA communities, both the SDC and JBDC engaged in relevant activities in these communities but both these groups and AIR failed to cap these activities with community economic business enterprises.

The role of the Ministry of National Security through the PMU (to manage the JVPPSDP) and the Project Board (to provide quality assurance) seemed a bit diffident. AIR seemed to have been chosen, through a Request for Proposals process, after an MNS - appointed selection panel, with USAID participation, was chosen as the best-placed agency which would ensure that project activities were targeted to address key needs expressed through the Community Safety Plans developed in those communities. Regrettably, there is nothing in the contract with AIR that suggested that apart from Trench Town and Jones Town, that it had a responsibility also for Granville, in St. James; so Granville was essentially overlooked at this point in time. There was no explanation given as to why the groundwork done by JBDC and SDC was not integrated into the incubator phase of the project. Overall then, this became a poorly executed part of the project.

Innovative work has been done with the JCF and SDC to strengthen community-based policing at the local level. This work has continued post the March 31st ending of the JVPPSDP as a key focus of the Crime Prevention Strategy and Community Renewal Programme. It should be noted that crime in both Trench Town and Jones Town has dropped significantly during the duration of the programme.¹⁴ While the success has been wholly attributed to the community and the police, with support from a wide range of agencies, quite significant was the police and military operation in Western Kingston which sought to serve a warrant for the arrest of a major crime

¹⁴ Please note that counts of crimes were too low to make more meaningful analyses of the changes in crime rates in these communities.

boss and dismantle the operations of the associated criminal organisation. While this project may have contributed to the good outcome, the events related to the police/military operation cannot be ignored. SDC's assessment of the community relationships with police using policing scorecards created under the Jamaica Social Policy Evaluation (JASPEV) showed an improvement in these relationships in Jones Town and in Trench Town and yet the level of satisfaction on the side of the Police and the communities was still quite low – that is to say unsatisfactory.

Output 5

The development of a UN Country Team programme on armed violence prevention was another indicator of success. This will be substantially achieved with the start of the upcoming UN-GoJ Armed Violence Prevention Programme -- a significant development.

Project Review

The major aspect of identifying what was done well and what needs to be changed is best summed up in this statement:

I believe that people worked as best as they could, according to their capacity. We are not in a perfect world where a project could be implemented with mathematical precision. The risks involved with implementation were known beforehand. The project was affected by three out of the four risks mentioned in the risk log (risk 2, 3 & 4 [Serious deterioration in the security situation stops community-level activities; Lack of capacity of programme partners and the UNDP country office hampers implementation; Lack of funding prevents implementation of all project activities])."

There was general concern among various partners about the timeliness of fund disbursement although some partners experienced no problems at all. A major reason for this problem was apparently partners not reporting properly according to UNDP guidelines and in some situations because work plan outcomes were not satisfactory; proper reports and achievement of work plans objectives were requirements for funds disbursement. On the part of MoJ, the Ministry could have done better with regard to the pace with which it sought to finalize the Restorative Justice Policy, which was affected in part by internal administrative issues. On all sides, valuable lessons were

learned concerning how to improve and streamline the effectiveness and impact of such a project.

In general, however, a major obstacle to the effectiveness of the JVPPSDP was the misapprehension of some of the partners that they were in a three-year contract with UNDP. The fact is that they were on an annual work plan, which was always terminable for a variety of reasons. While it was necessary to clearly identify target communities for the JVPPSDP, instead of supporting uncoordinated activities across 40 communities by 9 partners, this should have been done at project inception, not mid-way through.

It must be noted, however, that the financial support offered to many NGO partners in the first two years of the project to conduct various activities that were not in target communities, and that were not harmonized with JVPPSDP project goals, was not a cost-effective use of project funds. The funds spent on some of these partners, while providing NGOs opportunities to purchase equipment and hire staff, at times demonstrated no meaningful contribution to overall project goals.

While the work of these organizations, in general, is to be commended and encouraged, if the project had not deviated from its original design to bring in NGO partners only **after** Year 1 of the project – after policies and programmes had been effectively designed – then their work may not have been implemented in such an ad hoc fashion and their impact could have been more targeted. For example, some of the activities of KSAAF (such as their “Get off the Streets” campaign), WROC (such as their “Big Yard” conversations) and YABT (such as their Capoeira clubs), while useful in general, were not always executed in the three communities the JVPPSDP eventually selected to target; and were not always done in a coordinated fashion with other project partners, or as part of larger plans for violence prevention in those communities (as might have been the case if they had waited until community safety plans had been developed, for example). This was therefore not a cost-effective project process.

Project Obligation Challenges

A number of challenges were identified. Perhaps the major one occurred at the beginning. The size of the project, the complexity of the partners (and

their needs) and the reported difficulties which some partners had in fulfilling UNDP's reporting requirements posed some difficulties. There was a belated improvement occurring in 2010 when UNDP applied its rules more stringently for accounting purposes into five different projects under one umbrella programme.

A change in the leadership of the Ministry of Justice in March 2009 affected the start-up of the establishment of the Restorative Justice Unit as the new Permanent Secretary needed time to become acquainted with the work being done. The late receipt of the approved Annual Work Plan from the UNDP (in May 2009) also delayed the Ministry's start-up activities. The Ministry was however able to overcome these challenges with the support of the UNDP which assisted in the development of the TOR for the National Technical Advisor and also assisted with the recruitment process. The engagement of the National Technical Advisor in 2010 actually accelerated the Restorative Justice Programme in the MoJ and provided greater clarity to the Ministry's leadership.

A key challenge also related to the completion of the Restorative Justice Policy. While much work was done to engage the public in consultation on the policy, the finalization of the policy document took longer than anticipated. The MoJ had to engage a Special Projects Consultant using its own funds to continue the process, leading to the finalization of the draft policy document so that it would be ready for timely submission of the policy paper to Cabinet.

The challenges faced by the project are summarized below:

- *Striking a balance between national and community-level work* – The BCPR Mid-Term Review Mission identified this as a potential challenge for the programme, given the time-consuming nature of work at the community level and the need to oversee partnerships with six NGOs and research institutes. This evaluation team concurs with the BCPR Mission's findings; the JVPPSDP was designed to focus on national-level work such as policy and programme design before beginning community-level work; the departure from this plan was a major challenge because of the lack of PMU capacity to handle community-level activities so early in programme implementation. The arrival of the Senior Adviser helped to balance this. His primary focus was on working at the national level to build the GoJ's capacity and support

donor coordination, whilst the Programme Manager led on coordinating the community-level activities.

- *Delays in recruiting staff* – The delay in recruiting programme staff put increased pressure on Governance Unit members to carry the programme. This was resolved once the full PMU team was in place. There were also delays in the recruitment of staff/consultants by the Ministry of National Security and the Ministry of Justice, partly due to an apparent shortage of qualified and available candidates. At the end of 2009, the MOJ had still to hire a National Technical Adviser who would lead its work on restorative justice.
- *MNS delay in assuming responsibility for national execution* – This delayed the full move from direct execution to national implementation (with UNDP support) and placed pressure on Governance team staff to process payments. This was eventually overcome and the MNS took full ownership of the programme, as symbolised by the fact that the Chief Technical Director in MNS took over from the Resident Representative as Chair of the Programme Board.
- *Low capacity of responsible parties to report both operationally and financially* – both state and civil society partners had difficulty in submitting timely operational and financial reports. Support was given to the provision of administrative capacity building to the responsible parties. This support was mainly in the programme department area concerned with data gathering and the implementation of training, and no support given to strengthening the financial administrative capacity of these organisations.
- *Lengthy process of disbursement and procurement by UNDP* – Some operational issues delayed programme implementation. In particular the procurement of equipment and services for the project was significantly delayed. In some instances the submission of incomplete and inaccurate documentation was the major cause for delay. A related challenge was that when the activities involved community participation and the funding was delayed, it proved difficult to maintain the interest and commitment of community participants when there were delayed starts and frequently postponed consultations.
- *Violence in one target community* – Insecurity in Granville delayed implementation of full local activities. This ran the risk of leaving inadequate

time for community mobilisation and training. Some programme partners began to engage the community, though, and the upside of the delay was that all partners were able to gain significant experience from the engagement in the other two priority sites. A planning meeting was held with key local stakeholders in December to help kick-start activities in the New Year. WROC, in particular, highlighted the difficulties of mobilizing communities after periods of unrest.

- *Challenges of engaging the UNCT* – It has been challenging to engage other UN agencies to develop a joint violence prevention project. However, progress was made towards the end of the year through the partnership with UNIFEM to develop the Jamaica Partners for Peace online community of practice. Proposals to develop more integrated programming with a wider group of agencies were discussed at the December mid-term review of the UNDAF. A request was to be made to BCPR to help facilitate an inter-agency mission to Jamaica in 2010 to help work with the UNCT to develop a new integrated initiative.
- *Difficulty of accessing verifiable data on organised crime* – The Institute of Criminal Justice and Security had faced a challenge in obtaining and verifying information for circulation to policy-makers. The public was afraid to provide information and when they did then it was often difficult to verify. An expert workshop organised by ICJS and MNS on organised crime in December, though, demonstrated the added value of the programme's partnership with the institute. Additionally, the VPA acknowledged challenges faced with the standardization of disposition codes and the recording of disposition codes by hospital personnel; as well as problems with the JCF database.
- *Limitations of the 'Town Hall' meeting format for engaging community* – Civil society partners proposed that the programme's initial launch in the community should be done via 'town hall' meetings – inviting residents to a meeting in a community centre. However, only certain community members ("the usual suspects") were used to attending formal meetings in centres since the local culture in the communities is one of "reasoning" on the street corner. Not all of the objectives of these initial meetings were therefore met. As a result, UNDP reviewed this approach with partners and a Facilitation Committee was established that went out onto the streets of the

communities every week to engage key stakeholders (especially young men) in a context where they felt comfortable.

Project Sustainability

In terms of overall project sustainability, the MNS has not been able to continue the JVPPSDP. However, the new Community Renewal Programme benefited greatly from the JVPPSDP by receiving assistance on which communities to target, as well as having the expertise available through the JVPPSDP Project Management Unit staff (which it head-hunted), and the new Community Safety and Security Branch, to assist with project implementation.

Within the context of supporting the Local Government Reform process, the JVPPSDP contributed to the effective governance at the local level as it established formal structures in the both communities (i.e. Community Development Committees - CDCs). These CDCs are positioned to represent and advocate on behalf of the communities within the national discourse on development. A major challenge faced with CDCs, however, is that they are comprised of voluntary members, many of whom are unemployed or poor. In the absence of funding for CDCs, whether through infrastructural support such as equipment and furniture, or financial support to committee members tasked to implement the goals of the CDC such as the community safety plan, the CDCs will remain in a nascent state indefinitely.

The infrastructure that the JVPPSDP provided to the project's responsible partners increased the chances of each organization's sustainability. Such infrastructure included computers, desks, chairs, and software. Additionally, human capacity development, such as training on preparing winning presentations and attendance at international conferences – which helps these organizations make useful international contacts that may provide future funding – may provide long-term benefits.

The partners that were the largest, and affiliated with larger organizations, were the ones that were able to sustain their projects after JVPPSDP funding ended. These included the VPA and ICJS (which are affiliated with the University of the West Indies); the YABT (which is affiliated with the OAS);

and SDC (which is a statutory government agency). These were also the same organizations that made mention of applying to other organizations for funding to continue their work. As noted above all the persons that received salary support under the project are no longer working for the partner NGOs, (WROC, KSAAF, YABT), and so sustainability of the project in this regard was seen as negatively affected.

The MOJ's implementation of RCJ is now being funded by an IDB loan through the Citizen Security and Justice (CSJP II) programme, which is expected to continue for another three years. The NTA-RJ which was initially sponsored by UNDP is being continued through IDB funding. The MOJ has also incorporated the Restorative Justice component of this project (the RJ Unit) into its overall structure, which is being finalized with assistance from the Cabinet Office. The Jamaica Justice System Reform Policy Agenda Framework (JJSRPAF) also provides for strengthening of project outcomes (RJ Policy implementation, establishment of oversight mechanisms for programme success, and funding) to ensure sustainability of the justice component of the JVPPSDP. The CoP, located in the MoJ, seems also likely to be sustained.

Conclusion

By and large, the project design secured ready adoption by the partners and they participated in its elaboration, its management and in the necessary adjustments where anticipated funds did not materialize as planned. The adjustments were deemed appropriate. Adjustments in how UNDP proceeded, its changes in administrative reporting/accounting, personnel changes in house as the Jamaica country office was being restructured, and adventitious factors such as serious community violence and the Police/Military operations with selective curfews, did occur.

The shift of project control and execution from the UNDP location (DEX) to the MNS location (NEX) was an important move, which allowed for the possibility of real sustainability after the project funding ended. It also helped to build capability in the MNS to manage a harmonized programme involving partners with widely varying organizational competence. Guaranteed support up to 2014 coming from another international development partner is also helpful in this regard.

Nevertheless, administrative arrangements in the MNS are not fully satisfactory in order to guarantee programme sustainability. The difficulties were recorded earlier in this report but it is also evident that lessons were learned, some improvements made, and new ideas were generated. Training of partners, and certainly the organizationally weaker ones, was regarded as important even before the project officially begun, emerged as important. Training in UNDP's reporting and financial systems and in those of other international development partners are vital pre-project activities.

Training was built into the project as well as gender sensitization and mainstreaming in all activities and was well received. Nevertheless, not being a pre-project activity subjected the project to various delays in the implementation phase. It was recognized that, in the future, other social and economic networks need to be incorporated in such harmonized projects. Various cultural issues led to less than full ownership of various aspects of the project, proved challenging and sometimes will require a smaller group of more committed persons to take charge of achieving deep integration and evoking strong synergies. More purposive identification of projects and sub-projects in need of intensive training needs to be achieved. In this regard,

the Economic Baseline Study for the Communities of Trench Town and Jones Town was an indicator that this approach needs to be intensified, although in effect it did not prove to be very useful to the alternative livelihoods aspect of the project.

Please see the table below, which succinctly responds to each of the evaluation tasks listed in the evaluation consultancy Terms of Reference.

ToR Consultancy Task	Select Evaluation Findings
1. Whether stated objectives and outputs were achieved	The project achieved only some of the stated objectives and outputs as of March 31, 2010. Yet they are sufficiently substantial to give a qualified "Yes" to the success of the programme.
2. What factors have contributed to achieving or not achieving outputs	<p><i>On Achieving:</i></p> <ul style="list-style-type: none"> • The Multi-Partnership approach involving state Ministries, state institutions, non-state actors and International Development Partners. • Flexibility of UNDP and PMU staff. The inclusion of more established organisations such as DRF, SDC, VPA, JBDC who had the capacity to hit the ground running <p><i>On not achieving</i></p> <ul style="list-style-type: none"> • Lack of comprehensive attention or time paid to competencies of some partners and Jamaica's operational participation culture. • Inadequate preparedness of MNS to properly host the Project Management Unit (PMU) hence delay in operationalizing the National Executing Agency part of the objectives. • Record-keeping, report-writing and general administrative weaknesses. • Deviation from project design, which was to build national-level policies and programming before initiating community-level work.
3. The appropriateness and cost-effectiveness of the project processes	The financial support offered to many NGO partners in the first two years of the project to conduct various activities that were not in target communities, and that were not harmonized with JVPPSDP project goals, was an ineffective use of project funds. The funds spent on some of these partners, while providing NGOs opportunities to purchase equipment and hire staff, were, in many instances, not closely aligned with project outputs. The fees paid to the JVPPSDP Advisor, while high in comparison to most other persons hired using project funds, reflect the project's commitment to attracting staff with substantial subject expertise in violence prevention to advise a national programme

	addressing a very challenging issue, and are not unusual for international consultants. Challenges faced in acquiring the necessary documents have not allowed the consultants to provide a more nuanced analysis of cost-effectiveness.
4. What factors contributed to effectiveness or ineffectiveness of the project	<p>The factors that contributed to the effectiveness of the programme included:</p> <ul style="list-style-type: none"> • The programme's multi-level design, ranging from policy development to community-level implementation. • The considerable and consistent input of the UNDP and its relevant staff notwithstanding a number of procedural weaknesses on the part of some partners. • The professionalism and competence of some of the partners in meeting or in satisfying most of their agreed contribution to the achievement of programme objectives and their role in strongly assisting with the harmonisation process. <p>Some factors that contributed to ineffectiveness are indicated in Task 2, above.</p>
5. The effectiveness of the partnership strategy.	The partners themselves found great value in the partnership strategy as it allowed for collaboration and harmonisation in ways that were necessary and vital to programme success.
6. Capacities gained and roles defined during the implementation phase	A significant amount of capacity was built through training, cross-fertilisation of different action modes, through integrating and interaction mechanisms, and through, hopefully, the transference of NTA knowledge and skill to Jamaican counterparts. Capacities were also built through provision of needed equipment to furnish offices to deliver programmes, undertake community mapping, and to have trained field officers out in the targeted communities.
7. Assess levels of ownership by implementing and	The programme, whatever of it will be sustained after March 31, 2011, is now "owned" by the MNS through the PMU and the MoJ. It can also be stated that the Ministry has continued to work closely with the SDC and DRF in fulfilling the various mandates.

responsible parties	
8. The impact of the project	While the project has increased the capacity of government and targeted communities to attain a more peaceful, secure and just society to some extent, the impact of the project on crime reduction cannot be determined precisely. The best approach would have been a survey of the selected areas in which the programme was implemented as well as the persons trained, including police personnel, community persons, persons trained in self-employment and entrepreneurship, and persons in the partner organisations. This was not part of this study's methodology. The project has, however, contributed to two transformative changes at the national level. The first is the emphasis on evidence-based policy making, which was not entirely present before the project's inception. The second is the culture of multi-stakeholder collaboration in violence prevention that the JVPPSDP demonstrated, which is now present in the new national GoJ Community Renewal Programme.
9. The sustainability of the impact of the project	The JVPPSDP purposes and objectives have become a part of the operational ethos and practice of the Ministry of National Security (in which the PMU) was lodged and in the Ministry of Justice. Their post March 31, 2011 activities suggest that while the sustainability of the PMU in its present form may be in doubt because of funding needs (from the Ministry of Finance, international development partners and Private Sector) there is an intention to make every effort to ensure continuity. The emphasis on evidence-based policy-making, and the culture of multi-stakeholder collaboration in violence prevention are expected to be sustained.
10. How effective equality and gender-mainstreaming were incorporated into the design and execution of the	Gender mainstreaming was not effectively incorporated into the design and execution of the project. The project design made no plans to incorporate gender mainstreaming at project inception. Gender mainstreaming was further outsourced to one NGO to develop an appropriate plan as the project was being implemented. While a plan was eventually created, it was never implemented.

project	
11. Lessons learned from the Project addressing armed violence prevention in Jamaica with possible general applicability	<ul style="list-style-type: none"> ➤ Harmonisation requires leadership ➤ A new approach to civil society partnerships is needed to support the implementation of community safety plans ➤ Community mobilisation requires constant engagement ➤ There is an urgent need for <u>market-driven</u> alternative livelihood options for at-risk youth ➤ Projects should avoid an over-reliance on consultants ➤ Active buy-in is needed from state counterparts on national implementation ➤ Timing is critical to community engagement ➤ Violence prevents access to target communities ➤ It is difficult given the normal period for a UNDP country programme (CP) to have a project in which all the partners are adequately pre-prepared to participate with full effectiveness.

Table 5. Summary of findings of each task listed in the Evaluation Consultancy ToR.

Recommendations

While most recommendations are fully described in the next section, 'Lessons Learned', a few will be articulated at this juncture. There is a complex of overarching responsibilities related to getting projects started, managed, monitored and reported on. These include, but are not limited to, observing donor and GOJ procurement guidelines; drafting Terms of Reference for subcontractors and service providers; preparing work plans; designing logical framework matrices to ensure that there is a clear logic between activities proposed and outcomes anticipated; financial management; requests for disbursement; regular reporting; strategies for enabling acceptable and appropriate corrections during project implementation; ongoing monitoring and evaluation. All of these require the kind of experience and expertise that are hard to find in fledgling NGOs. Their struggles to overcome these hurdles often become a distraction from their core competencies and undermine their effectiveness. The Evaluators therefore propose that a small, high-competence, Project Support Unit, perhaps operating out of the Planning Institute of Jamaica, be considered to support and strengthen project implementation nationally. The provision of services in the afore-mentioned areas of project implementation would be spread across a range of projects and a fee structure designed to cover the costs of service provision that could be billed against the projects, in proportion to the quantum and demands of each project. There may also be circumstances in which services such as these might well be helpful to state actors.

Lessons Learned

The lessons learned from this project are highlighted below:

- *The main strength and added value of the programme is coordination* – The MNS expressed at the December board meeting how valuable it found the role that the JVPPSD programme played in coordinating the work of different actors. This runs through the different levels of the programme – internationally through working with donors to increase the harmonisation of assistance; nationally through supporting the development of policies to provide frameworks for increased harmonisation, and through the community of practice as a forum to

promote collaboration; and locally through supporting the development of community safety plans to help coordinate social development and security interventions.

- *Harmonisation requires leadership* – UNDP has had to invest a lot of time and effort in ensuring that all project partners coordinate their activities towards a common goal but this is now paying off. In retrospect, the fact that the 2009 annual work plans were completed before the majority of the programme staff were recruited made this process more difficult. However, extensive engagement by the Project Manager has helped to align partner activities and the establishment of a Harmonisation Committee has helped significantly. A retreat for all programme partners (as recommended in the BCPR Mid-Term Review) in September 2009 was highly successful in developing a more integrated approach and enabling in-depth joint planning for the development of the community safety plans.
- *A new approach to civil society partnerships is needed to support the implementation of the community safety plans.* In order to ensure that NGO activities are responsive to the needs of local communities, calls for proposals should be issued on key thematic issues and organisations selected on the basis of a competitive process.
- *Community mobilisation requires constant engagement.* Community mobilization is of great importance for a truly engaging experience. One should always be open to learning from the community about itself. A participatory approach should therefore always be used to bring about change in behaviour. The partners have found, however, that they need to spend a lot of time in the communities to build trust and maintain links with key local stakeholders. The Facilitation Committee that was established to coordinate the mobilisation work of different partners represents a good model to be implemented in future complex projects. Innovative approaches, such as organising a domino tournament between gang members and the police, have helped to engage key sections of the community. This engagement has laid a solid foundation for the implementation of the community safety plans.
- *Programmes can benefit from complementary Governance Unit projects* - The Governance Team's raising of funds from the Democratic Governance Thematic Trust Fund for a complementary project on Improving

Community Safety through Local Government Capacity Building led to synergies that are to be encouraged. This has a specific focus on women's safety and has been developed as a partnership with UN HABITAT. The new project is governed by the same Project Board as the JVPPSD. The programme will provide greater insights on how to integrate women's safety issues into community safety plans that will be valuable for the JVPPSD.

- *Gender issues must be addressed directly* - gender mainstreaming was not effectively incorporated into the design and execution of the project. The project design did not have specific gender mainstreaming plans or targets; the responsibility for developing these plans was outsourced to a partner NGO to do after the project had already begun. Future projects should ensure that gender consciousness permeates the project from inception and design. Further, tangible targets and actions should accompany gender mainstreaming plans. For example community-level activities should have a pre-determined target ratio of males to females expected to participate. These targets should be included in each annual work plan of each implementing stakeholder. Despite these shortcomings, some gender-related activities were conducted during the project. In partnership with BCPR, Jamaica has been selected as a target country for an international initiative examining the gender dimensions of violence in crisis contexts. Sanam Anderlini, the project's international consultant, visited Jamaica on a two-week mission in September 2009. She conducted research for a Jamaica case study for the project, worked with JVPPSD staff to help develop an implementation plan for their gender strategy, and conducted training for all partners on gender and violence at the programme retreat. Young men are the main perpetrators and victims of violence in Jamaica and project activities in 2010 had a clearer focus on reaching this key target group. The MNS and MoJ have requested training for their staff on how to address gender issues in policy-making and programming.
- *There is an urgent need for **market-driven** alternative livelihood options for at-risk youth* - Engagement in inner-city communities with little opportunity for livelihoods in the legitimate and formal sectors has highlighted the importance of providing economic opportunities for young men. The livelihood options introduced, however, must be based on market-driven data. In other words, young men must be capacitated to

enter markets for which there is actually a **demand** for their skills or products. The creation of a music studio as an alternative livelihood for at-risk youth, when the market demand for additional music studios in Jamaica is uncertain, is a prime example of an alternative livelihood option that is not market-driven. On a larger scale, the GoJ must examine national frameworks for alternative livelihoods and objectively assess what market opportunities really exist and what it will actually take to make such options viable for at-risk youth.

- *Engaging the police is of the utmost import* – Some of the programme’s civil society partners were not immediately comfortable with engaging with the police but after encouragement from UNDP the need for a strong partnership became clear. Assisted by the MOU and signed with the SDC to support community policing, the police are now providing data to partners and were central stakeholders in the development of the local community safety plans. Enhancing police-community relations is a key objective of the community safety plans in Jones Town and Trench Town. The Assistant Commissioner of Police responsible for community policing was invited to join the Harmonisation Committee.
- *Projects should avoid an over-reliance on consultants* – This was a challenge identified in the BCPR Mid-Term Review. This reliance, though, was forced on the project by the delay in the recruitment of the full-time project staff. Once the Project Manager and Senior Advisor were on board they were able to undertake activities that previously would have been contracted out to consultants.
- *Active buy-in is needed from state counterparts on national implementation* – Despite a decision, in collaboration with the government, for the project to be nationally implemented, the project began without this arrangement being cemented. It has required therefore a great deal more project management support than originally expected. Any future projects in this area should ensure full capacity-development of the main implementing agency towards better national implementation.
- *Violence prevents access to target communities* -. A collective decision was made by the stakeholders to delay the implementation of activities in Granville due to an increase in the number of fatal shootings in the area.

- *It is difficult, given the customary project life of a UNDP country programme (CP), and the urgency of the particular circumstances, to have a project in which all the partners are adequately pre-prepared to participate with full effectiveness.*

Annexes

Annex A: Detailed project results framework

PROJECT RESULTS AND RESOURCES FRAMEWORK Intended Outcome: Increased capacity of government and targeted communities to attain a more peaceful, secure and just society.			
Outcome indicator: Lower crime rates, reduced rates of violent injuries and deaths, decreased gender-based violence in selected target communities. Increased perceptions of security and enhanced employment opportunities for young men in selected target communities. Improved access to and quality of data on armed violence issues and strengthened capacity of GoJ and partners to design and implement armed violence prevention programmes. Increased coordination and joint initiatives by GoJ, IDPs and other stakeholders to prevent armed violence and increase community safety.			
Strategic area of support (from SRF) and TTF service line: Crisis prevention and recovery – small arms control and conflict prevention.			
Partnership Strategy: NEX working with a range of GoJ institutions, particularly the Ministry of National Security, the Ministry of Justice, NSSIU, IDPs and civil society partners.			
Project title and number: Jamaica Violence Prevention, Peace and Sustainable Development Programme.			
Gender integration: Activities and inputs in which gender issues are integrated are highlighted with * and 20% of the budgetary cost is allocated to gender. Activities and inputs that directly address gender issues are highlighted with ** and 100% of the budgetary cost is allocated to gender.			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs (Figures are US\$ overall budgetary costs for three year programme)
1. Enhanced design of armed violence prevention policies and programmes.	Surveys on victims of crime conducted. Policies are developed and approved.	<ul style="list-style-type: none"> Increased quality and availability of information on armed violence to inform programming and measure impact. Development of government policies in key areas to help prevent armed violence and increase community safety. 	50% of UNDP Programme Associate* SUBTOTAL \$38,028 Gender allocation: \$7,605
Indicator: Survey findings disaggregated by gender, are published . Baseline: The previous crime victimisation survey supported by IDB will be used as a baseline. Target: The government and stakeholders have the information necessary to inform policy-making and implementation.	2008 Survey conducted. 2010 Survey conducted.	Public survey of victims of crime 1.1.1 Commission survey from national researchers with data disaggregated by age and gender. 1.1.2 Expert consultants provide technical advice on survey design. 1.1.3 Promote findings of the survey with government, media and civil society stakeholders.	Sub-contract for two crime victimisation surveys and cost of promotion and distribution of results (\$200,000*). International consultants (\$30,000) DSA and travel (\$15,000) SUBTOTAL \$245,000 Gender allocation: \$40,000
Indicator: Armed violence data is published, analysed to address gender	2008 Armed violence data analysed, published and	Harmonisation and enhancement of armed violence data 1.2.1 Collect and harmonise data on armed violence from official sources (eg. police	Support for the Violence Prevention Alliance's Crime Observatory to

<p>issues, and accessible to policy-makers, law enforcement officers and the public.</p> <p>Baseline: Data exists but is not readily accessible or harmonised and analysed to inform policy and programmes.</p> <p>Target: The government and stakeholders have the information necessary to inform policy-making and implementation.</p>	<p>disseminated.</p> <p>2009 Armed violence data analysed, published and disseminated.</p> <p>2010 Armed violence data analysed, published and disseminated.</p>	<p>crime statistics, hospital surveillance systems) and produce GIS crime maps.</p> <p>1.2.2 Workshop to share best practices and lessons learned in data gathering and analysis, including on gender issues, with UNDP CO's in El Salvador and Guatemala.</p> <p>1.2.3 Analyse data to inform policy, including gender aspects of armed violence.</p> <p>1.2.4 Publish quarterly bulletins on armed violence data.</p> <p>1.2.5 Publish quantitative and qualitative reports on crime and armed violence trends and issues, including gender issues.</p> <p>1.2.6 Workshops held to discuss research findings in key areas (e.g. gender impact of armed violence) and their implications for policy and programmes with GoJ, police and civil society stakeholders.</p>	<p>harmonise data, map hot spots and publish regular bulletins and reports on armed violence and organise workshops (including on gender impact of armed violence). (\$180,000*)</p> <p>International best practice and lesson learned workshop that addresses gender issues (\$30,000*)</p> <p>SUBTOTAL \$210,000</p> <p>Gender allocation: \$42,000</p>
<p>Indicator: Government policies on restorative justice, community safety and small arms control are approved.</p> <p>Baseline: The NSP provides an overall framework but detailed sectoral policies do not exist in these areas.</p> <p>Target: The government has the policies required to help increase safety and access to justice in local communities.</p>	<p>2008 Restorative justice and community safety policies are developed and approved.</p> <p>2009 Small arms control policy developed and approved.</p>	<p>Policies</p> <p>1.3.1 Facilitate workshops to help develop policies on restorative justice, community safety and small arms control and integrate gender issues.</p> <p>1.3.2 Training for staff from key government ministries on addressing gender issues in policy development and implementation.</p> <p>1.3.3 Expert consultants help draft policy on small arms control.</p> <p>1.3.4 Help develop coherent and coordinated implementation plans for all three policies that address gender issues.</p>	<p>Five workshops with government ministries to help develop policies (\$25,000*)</p> <p>Three public consultation workshops to input into development of policies (\$30,000)</p> <p>Gender and policy development training workshop (\$15,000**)</p> <p>International consultants (\$30,000)</p> <p>DSA and travel (\$10,000)</p> <p>Three workshops with government ministries to help implementation plans (\$15,000*).</p> <p>SUBTOTAL \$125,000</p> <p>Gender allocation: \$23,000</p>
Output 1 Total Cost			<p>TOTAL \$618,028</p> <p>Gender allocation \$112,605 = 18%</p>
2. Increased capacity of institutions to prevent armed violence and increase community safety.	<p>MNS, MOJ, NSSIU, JCF and civil society capacity building underway.</p> <p>Organised crime watch established.</p> <p>Capacity building</p>	<ul style="list-style-type: none"> Enhanced capacity of the Ministry of National Security to develop policy and implement community safety and crime prevention programmes. Enhanced capacity of the Ministry of Justice to develop and implement 	<p>50% of UNDP Programme Associate (\$38,028*)</p> <p>Training for National Technical Advisers on armed violence prevention and community security</p>

	activities continued.	restorative justice programmes. <ul style="list-style-type: none"> ▪ Enhanced capacity of the National Security Policy Implementation Unit (NSPIU) to coordinate NSP implementation. ▪ Enhanced capacity of the JCF and National Firearms Licensing Authority for small arms control. ▪ Enhanced capacity of civil society organisations to develop and implement projects to enhance community safety and reduce violence in communities ▪ Enhanced capacity of the Parliamentary sub-committee to oversee implementation of NSP. ▪ Establishment of an Organised Crime Watch at the University of West Indies to conduct research. 	issues, including gender issues. (\$20,000*) SUBTOTAL \$58,028 Gender allocation: \$11,605
Indicator: MNS crime prevention unit coordinates government programmes on these issues. Baseline: There is little capacity in the MNS at the moment to coordinate community safety and crime prevention programmes. Target: The government has the capacity to coordinate the implementation of programmes and increase their effectiveness.	2008 Community safety and crime prevention unit established. National Technical Adviser recruited. 2009 Capacity building activities continue 2010 Capacity building activities continue.	Ministry of National Security 2.1.1 Support the establishment of the community safety and crime prevention unit. 2.1.2 Training to build the capacity of the staff in the unit to coordinate government community safety and crime prevention programmes, including training on gender issues. 2.1.3 Support the development of a monitoring and evaluation mechanism for the community safety plans.	Institutional support for the unit (\$75,000) Training including on gender issues (\$75,000*) National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*) SUBTOTAL: \$262,500 Gender allocation: \$37,500
Indicator: Restorative Justice unit coordinates government programmes on these issues. Baseline: There is little capacity in the MOJ at the moment to coordinate restorative justice programmes. Target: The government has the	2008 Restorative justice unit established. 2009 Capacity building activities continue. 2010 Capacity building activities continue.	Ministry of Justice 2.2.1 Support the establishment of a restorative justice unit. 2.2.2 Report on barriers that prevent women accessing justice. 2.2.3 Support the development of a monitoring and evaluation mechanism for the restorative justice policy that includes impact on gender issues.	National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*) Consultant and production of report on barriers to prevent women accessing justice (\$20,000**) Workshop to promote report findings on

capacity to coordinate the implementation of programmes and increase their effectiveness.			women's access to justice (\$10,000**) Research and workshop to develop monitoring and evaluation mechanism that includes impact on gender issues (\$15,000*) SUBTOTAL: \$157,500 Gender allocation \$55,500
<p>Indicator: NSPIU is effectively coordinating the implementation of the NSP.</p> <p>Baseline: The NSPIU is a new institution with little capacity.</p> <p>Target: The NSPIU oversees the implementation of a wide range of programmes by different stakeholders to prevent armed violence.</p>	<p>2008 NSP implementation training completed and communications strategy developed. National Technical Adviser recruited.</p> <p>2009 Communications strategy implemented and monitoring and evaluation mechanism established.</p>	<p>NSSIU 2.3.1 Support training for NSSIU staff in how to coordinate the implementation of a National Security Policy. 2.3.2 Support the implementation of the NSP communications programme. 2.3.3 Support the development of a national monitoring and evaluation mechanism for the implementation of the NSP, including impact on gender issues.</p>	<p>National Technical Adviser provided to the unit to help increase capacity, transfer skills and mainstream gender issues. (\$112,500*) Workshops for NSSIU and departmental contact points with experts from other countries who have National Security Policies on issues including inter-departmental working and gender integration. (\$50,000*) Implement communications programme to raise awareness of the NSP and citizen's responsibilities for security – includes TV and radio programmes and adverts, parish meetings and billboard posters (\$70,000). Research into the development of indicators to monitor implementation of the NSP. Workshops for all government departments on monitoring NSP implementation and measuring impact, including on gender issues (\$20,000*)</p>

			SUBTOTAL: \$252,500 Gender allocation: \$36,500
Indicator: JCF and NFLA officers trained have increased awareness of small arms control. Baseline: Officers in the JCF and NFLA do not have special training on small arms control. Target: The JCF and NFLA have increased capacity to control small arms and screen licensed firearm applications.	2008 Training conducted	JCF and National Firearms Licensing Authority 2.4.1 Train law enforcement officers on range of small arms control issues identified by needs assessment. 2.4.2 Support to build capacity of unit to manage firearms licence applications.	International consultants (\$15,000) Workshop and training costs (\$40,000) SUBTOTAL: \$55,000
Indicator: National policies on security, justice and armed violence are informed by experiences of CSOs. Baseline: Community level organisations have little experience of policy and advocacy work. Target: Civil society network established that provides a strong voice for community organisations in policy debates.	2008 CSO network established and advocacy training held. 2009 Joint policy, advocacy and community-level work conducted. 2010 Joint policy, advocacy and community-level work conducted.	Civil society organisations 2.5.1 Support establishment of CSO network and technical exchange between organisations to share experiences and lessons learned including workshop to discuss gender and security issues. 2.5.2 Conduct advocacy training workshop for CSOs. 2.5.3 Conduct gender training workshop for CSOs	Institutional support for network secretariat and ongoing network activities including workshop to discuss gender and security issues (\$60,000*) Advocacy trainingworkshop (\$15,000) Gender training workshop (\$15,000**) SUBTOTAL: \$90,000 Gender allocation: \$27,000
Indicator: Parliamentary sub-committee conducts inquiries into crime and violence issues. Baseline: The parliamentary sub-committee has little capacity to play an oversight role. Target: Parliamentary sub-committee develops	2009 Awareness raising for MPs.	Parliamentary sub-committee 2.6.1 Help develop the capacity and facilitate opportunities for parliament to provide oversight of crime and violence issues. 2.6.2 Hold training workshops for MPs, including on gender and security issues.	Training workshops for MPs on security issues, including gender(\$30,000*) SUBTOTAL: \$30,000 Gender allocation: \$6,000

oversight role and holds GoJ accountable on crime and violence issues.			
Indicator: Research is produced to inform policy and actions to tackle organised crime and corruption. Baseline: There is little available public information on organised crime and corruption. Target: Increased initiatives are developed to tackle organised crime and corruption based on evidence produced by research.	2008 Organised crime watch established. 2009 Organised crime watch research conducted. 2010 Organised crime watch conducted.	Organised Crime Watch 2.7.1 Establish resources to track and monitor Organised Crime within the Crime Observatory at University of West Indies. 2.7.2 Monitor reports on organised crime and corruption and conduct primary research. 2.7.3 Share information with police and National Independent Investigative Authority and publicise with civil society organisations.	Institutional support for UWI to monitor Organised Crime (\$60,000) Research to highlight key organised crime and corruption issues (\$50,000) SUBTOTAL: \$110,000
Output 2 Total Cost			TOTAL: \$1,015,528 Gender allocation: \$174,105 = 17%
3. Increased effectiveness and coherence of international support to armed violence policies and programmes.	Lessons learned workshops held. Joint methodology developed. SWAp feasibility study conducted and recommendations implemented.	<ul style="list-style-type: none"> ▪ Online security and justice resource centre established. ▪ Evaluation workshops to assess impact and lessons learned from armed violence prevention programmes . ▪ Knowledge management products - joint methodology, tools and reports - for community safety developed. ▪ SWAp feasibility study conducted and recommendations implemented. ▪ Strengthen the capacity of the Planning Institute of Jamaica to coordinate donor programmes. 	50% of UNDP Programme Associate (\$38,028*) SUBTOTAL: \$38,028 Gender allocation: \$7,605
Indicator: Resource centre is established online with accessible information. Baseline: Information about crime and violence projects is not shared and easily available. Target:	2008 Online resource centre established.	Security and justice online resource centre 3.1.1 Analyse project documents of all stakeholders and develop resource centre framework that addresses gender issues. 3.1.2 Develop an online resource centre for use by GoJ and IDPs to coordinate assistance and increase harmonisation. 3.1.3 Work with GoJ partners to ensure maintenance of website after initial phase.	Consultant (\$14,000*) Sub-contract for IT firm (\$30,000*) Website training (\$5,000*) Part-time webmaster to regularly update online resource centre (\$45,000*). SUBTOTAL \$94,000 Gender allocation: \$18,800

Stakeholders have the information necessary to identify gaps and overlaps in projects and increase coordination.			
<p>Indicator: Lessons learned are shared and coordinated plans are developed by different stakeholders to address armed violence in target communities.</p> <p>Baseline: There is little coordination of armed violence initiatives at present.</p> <p>Target: Initiatives are developed and implemented in a coordinated and mutually reinforcing manner in target communities.</p>	<p>2008 Conference and workshops held.</p>	<p>Knowledge management and lessons learned on community safety</p> <p>3.2.1 Organise a series of workshops to assess impact of current programmes and lessons learned, including on gender issues.</p> <p>3.2.2 Organise a Jamaica Security, Justice and Armed Violence conference for stakeholders to raise public profile, discuss impact of insecurity on gender issues, share international experiences and get high-level political support.</p> <p>3.2.3 Report on gender dimensions of armed violence and community security and lessons from international programmes.</p> <p>3.2.4 Lesson learned reports on other aspects of community security.</p> <p>3.2.5 South-South exchange of practice with other countries with similar levels of armed violence to share experiences and develop a knowledge base .</p> <p>3.2.6 Facilitate development of a joint methodology and implementation plan for transforming violence-affected communities that brings together the different initiatives in a coordinated framework and integrates gender issues.</p>	<p>Workshops to assess impact and lessons learned (\$10,000*)</p> <p>National conference (\$60,000*)</p> <p>Workshops to develop joint methodology and implementation plan that integrate gender issues (\$20,000*)</p> <p>Gender and community security report (\$25,000**)</p> <p>Lessons learned reports (\$25,000)</p> <p>Exchange visits with other LAC countries and African countries (\$30,000)</p> <p>SUBTOTAL \$170,000</p> <p>Gender allocation: \$43,000</p>
<p>Indicator: IDPs develop a framework to better harmonise their programmes in support of GoJ objectives.</p> <p>Baseline: There are gaps and overlaps in current IDP support to security, justice and armed violence prevention.</p> <p>Target: IDP programmes are harmonised in support of GoJ objectives.</p>	<p>2008 Feasibility study is conducted.</p> <p>2009 Feasibility study recommendations implemented.</p>	<p>SWAp feasibility study</p> <p>3.3.1 Conduct a study into how to increase the harmonisation of IDP programmes in support of security, justice and armed violence prevention. This will consider the benefit and feasibility of establishing a SWAp or multi-donor trust fund.</p>	<p>International consultants – 60 days (\$39,000)</p> <p>DSA and travel (\$18,000)</p> <p>SUBTOTAL: \$57,000</p>
<p>Indicator: PIOJ takes leading role in coordinating donor</p>		<p>Strengthen capacity of Planning Institute of Jamaica</p> <p>3.4.1 Support provided to PIOJ to enhance</p>	<p>National Technical Adviser provided to the institute to help</p>

assistance and national planning processes. Baseline: PIOJ lacks capacity to effectively coordinate donor support. Target: PIOJ has capacity to coordinate donor support.		their capacity to coordinate donor support and develop development plans that integrate gender issues.	increase capacity, transfer skills and mainstream gender issues. (\$112,500) SUBTOTAL: \$112,500 Gender allocation: \$22,500
Output 3 Total Cost			TOTAL: \$471,528 Gender allocation: \$91,905 = 19%
4. Enhanced safety in target communities.	Priority communities identified. Community safety plans developed and implemented in target communities. Peace and justice centres and safe schools programme implemented.	<ul style="list-style-type: none"> ▪ Implementation of GoJ's restorative justice, community safety and small arms policies. ▪ Development of multi-stakeholder community safety plans. ▪ Establishment of peace and justice centres. ▪ Small arms control. ▪ Implementation of safe schools programme. ▪ Mobilising communities to take action on armed violence and community safety issues. ▪ Development of alternative livelihoods for young men. 	50% of UNDP Programme Associate (\$38,028*) SUBTOTAL: \$38,028 Gender allocation: \$7,605
Indicator: Participatory community safety plans are developed in target communities. Baseline: There are currently no local community safety plans in the target communities and high levels of insecurity in local communities. Target: Increased levels of safety in priority communities.	2008 Development of community safety plans in target communities begins. 2009 Implementation of community safety plans in target communities.	Development of community safety plans. 4.1.1 Facilitate development of multi-stakeholder community safety plans in target communities, including gender issues.	Workshops to develop community safety plans that integrate gender issues in three target communities (\$30,000*) SUBTOTAL: \$30,000 Gender allocation: \$6,000
Indicator: New peace and justice centres established and public perceptions of	2008 Evaluation of current peace and justice centres completed and	Implementation of GoJ's restorative justice policy 4.2.1 Evaluate impact of peace and justice centres, including in increasing access to justice of women, and make	Consultant - 30 days (\$19,500*) Fund to establish peace and justice centres in three

<p>access to justice increase in target communities.</p> <p>Baseline: There is currently no national policy on restorative justice and little access to justice for citizens in local communities.</p> <p>Target: Increased levels of access to justice in priority communities.</p>	<p>plans developed for the establishment of new ones.</p> <p>2009 Establishment and capacity building of new peace and justice centres in target communities begins.</p> <p>2010 Peace and justice centres established in target communities.</p>	<p>recommendations for their development and sustainable operation.</p> <p>4.2.2 Support the establishment and enhance the capacity of peace and justice centres in target communities that help increase women's access to justice.</p> <p>4.2.3 Provision of services from centres that help increase access to justice, resolve conflicts and implement recommendations of the barriers to gender justice report.</p>	<p>communities (\$300,000*)</p> <p>Training workshops, mediation and service provision from centres (\$120,000*)</p> <p>SUBTOTAL: \$439,500</p> <p>Gender allocation: \$87,900</p>
<p>Indicator: Small arms control assessments completed and public education campaigns launched in target communities.</p> <p>Baseline: There are no currently no small arms control activities in target communities.</p> <p>Target: Increased capacity of stakeholders in target communities to control small arms.</p>	<p>2008 Community discussions and training on small arms control</p> <p>2009 Surveys on extent of small arms problem. Begin public education campaign</p> <p>2010 Public education campaign completed</p>	<p>Small arms control</p> <p>4.3.1 Support community discussions on small arms control in three communities to inform the development of local control strategies (e.g. gun free zones) that integrate gender issues as part of the implementation of the community plans.</p> <p>4.3.2 Developing the capacity of civil society organisations in target communities to take action on small arms control.</p> <p>4.3.3 Conduct local surveys with gender disaggregated data to assess the penetration of small arms in communities and appropriate responses.</p> <p>4.3.4 Public outreach campaigns on small arms control that integrate gender issues (e.g. in schools).</p> <p>4.3.5 Implementation of local small arms control initiatives (e.g. establishing gun free zones and gender focused campaigns).</p>	<p>Workshops and training to develop local control strategies that integrate gender issues (\$50,000*).</p> <p>Local surveys and assessments with gender disaggregated data (\$40,000*).</p> <p>Public outreach campaigns (\$50,000*)</p> <p>Implementation of small arms control initiatives that integrate gender issues (\$100,000*)</p> <p>SUBTOTAL: \$240,000</p> <p>Gender allocation: 48,000</p>
<p>Indicator: Civil society organisations support community security initiatives and mobilise citizens to participate.</p> <p>Baseline: Civil society organisations lack capacity to fully engage in community security issues in target communities.</p> <p>Target: Increased involvement of citizens and community-based</p>	<p>2008 Capacity and needs assessment of CSOs</p> <p>2009 COS capacity development</p> <p>2010 COS capacity development</p>	<p>Community mobilisation and civil society capacity development</p> <p>4.4.1 Training and capacity building for civil society organisations, including women's organisations, to engage them in community policing, community safety and service provision and raise awareness of gender and security issues.</p> <p>4.4.2 Workshops to bring together civil society and community safety providers to increase accountability for service delivery and address gender issues.</p>	<p>Institutional support for lead CSOs, including women's organisations, to support implementation of community-level activities on different issues including community safety, restorative justice, small arms control, alternative livelihoods and gender issues (\$240,000*).</p> <p>Workshops in three communities (\$30,000*)</p> <p>SUBTOTAL: \$270,000</p>

organisations in local security initiatives.			Gender allocation: \$54,000
Indicator: Increased perceptions of security for children in targeted schools. Baseline: A sample survey will be done at the start of the programme. Target: Safe schools programme is developed to meet stakeholders' needs and increase safety in target schools.	2008 Review and implementation of safe schools programme. 2009 Implementation of safe schools programme. 2010 Implementation of safe schools programme.	Safe schools programme 4.5.1 Review of the impact, objectives and design of safe schools programme, including how it addresses gender issues. 4.5.2 Design and implementation of safe schools programme with integrated gender components (e.g. training for students in problem solving and conflict resolution, action to prevent gender-based violence and safe buses programme)	Consultants to conduct evaluation of safe schools programme (\$30,000*) Travel and DSA (\$10,000*) Implementation of safe schools programme (\$180,000*) SUBTOTAL: \$220,000 Gender allocation: \$44,000
Indicator: Increased proportion of young men in target communities say they have social and economic opportunities. Baseline: There are currently few social or economic opportunities for young men in deprived communities. Target: Increased economic and social opportunities for youth at risk of becoming involved in gang violence.	2008 Joint strategy for alternative livelihoods for youth at risk developed. 2009-2010 Strategy implemented in target communities.	Development of alternative livelihoods for youth at risk. 4.6.1 Facilitate development of a joint strategy for the provision of social and economic opportunities for young men in target communities. 4.6.2 Provide support for implementation of economic components of the community safety plans, especially high impact projects targeting youth eg. micro-enterprise development, skills training and career consulting for young men.	Workshops to share experiences and lessons learned of alternative livelihood development and develop joint strategy for alternative livelihoods for young men (\$15,000**) Support for implementation of local alternative livelihood strategies for young men in three target communities (\$240,000**) Consultants to support the development and implementation of alternative livelihood strategies (\$40,000**) SUBTOTAL: \$295,000 Gender allocation: \$295,000
Output 4 Total Cost			TOTAL \$1,532,528 Gender allocation: \$542,505 = 35%
5.Development of UN Country Team programme on armed violence prevention. Indicator: ProDoc submitted for	Joint UNCT needs assessment conducted in target communities. Inter-agency programme designed.	UN Country Team cooperation on armed violence prevention 5.1.1 Map activities of UN agencies and conduct joint UN country team needs assessments in target communities including of gender issues. 5.1.2 Facilitate the design of a joint UN	Consultant under the RC to explore opportunities for joint programming and design ProDoc. (\$30,000*) SUBTOTAL:

<p>funding.</p> <p>Baseline: There are currently no joint UNCT community assessments or programmes on armed violence.</p> <p>Target: Agreement by UNCT on a joint armed violence prevention programme.</p>		<p>inter-agency programme on armed violence prevention that integrates gender issues.</p>	<p>(\$30,000)</p> <p>Gender allocation:</p> <p>\$6,000</p>
Output 5 Total Cost			<p>TOTAL \$30,000</p> <p>Gender allocation</p> <p>\$6,000 = 20%</p>
<p>6. Effective response to governance and security crisis</p> <p>Indicator:</p> <p>Coordination efficiently done and resulted in RM among donors</p> <p>Target:</p> <p>Coordination efficiently done and resulted in RM among donors</p>		<p>Increase capacity of the Planning Institute of Jamaica to co-ordinate the response to the crisis.</p> <p>6.1.1 Contract consultants</p> <p>6.1.2 Co-ordinate preparation for donor conference in July.</p>	<p>Consultants provided to PIOJ to provide assistance in co-ordinating the crisis response (\$20,000)</p> <p>SUBTOTAL:</p> <p>\$20,000</p>
<p>Indicator: Neutral and transparent investigation completed.</p> <p>Target: Neutral and transparent investigation completed</p>		<p>Support the Office of the Public Defender's investigation into conduct of security forces</p> <p>6.1.1 Contract forensic pathologists.</p> <p>6.1.2 Observe autopsies as part of human rights investigation.</p>	<p>Consultants provided to OPD to observe the autopsies and build public confidence in the investigation (\$30,000)</p> <p>SUBTOTAL:</p> <p>\$30,000</p>
<p>Indicator: # of report</p> <p>Target: one</p>		<p>Produce a report on the economic cost of the violence</p> <p>3.1.1 Contract consultants</p> <p>3.1.2 Produce report</p>	<p>Consultants recruited to produce report on economic costs of the violence (\$10,000)</p> <p>SUBTOTAL:</p> <p>\$10,000</p>
<p>Indicator: # of beneficiaries</p> <p>Target: 1,000</p>		<p>Support a cash-for-work project to repair damaged infrastructure</p> <p>4.1.1 Engage casual labour from affected communities</p> <p>4.1.2 Conduct clean-up and repair of Coronation Market, Maypen Cemetery and affected Western Kingston communities</p>	<p>Grant to Parish Council for cash-for-work project to repair infrastructure damaged in violence and provide livelihoods. (\$40,000)</p> <p>SUBTOTAL:</p> <p>\$40,000</p>
<p>Indicator: Agreed course of actions by civil society/private</p>		<p>Preparatory work for a broad-based and inclusive national dialogue on underlying governance issues</p>	<p>Workshops to develop an inclusive national dialogue on</p>

sector/government Target: Agreed course of actions by civil society/private sector/government		5.1.1 Identify national partner 5.1.2 Workshops to build consensus on key	underlying governance issues (\$30,000) SUBTOTAL: \$30,000
Indicator: Options paper developed for advancing truth and reconciliation Target: Options paper developed for advancing truth and reconciliation		Explore options for truth and reconciliation 6.1.1 Mission to provide technical assistance to CO and stakeholders on truth and reconciliation processes.	Exploratory mission to provide technical assistance on truth and reconciliation processes and options for taking forward (\$20,000) SUBTOTAL: \$20,000
OUTPUT 6 TOTAL COST			TOTAL \$150,000
Overall programme management and delivery			Full-time International Chief Technical Adviser to provide expertise in justice, security and armed violence issues. (\$420,000*) Full-time national project manager. (\$180,000*) Technical support to project implementation from BCPR – travel and DSA (\$60,000*) SUBTOTAL: \$660,000 Gender allocation: \$132,000 = 20%
TOTAL \$4,477,612 Gender allocation: \$1,059,120 – 24%			


Annex B: Donor budget table

Jamaica Sustainable Peace and Development Donor Budget Table 2007								
2007	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
UN-LIREC				50,000			50,000	8%
CIDA			60,000				60,000	10%
DFID			17,000			8,000	25,000	4%
DGTTF		90,000					90,000	15%
Sub Total	0	90,000	77,000	50,000	0	8,000	225,000	
TRAC						375,000		63%
Grand Total						600,000		100%
Jamaica Sustainable Peace and Development Donor Budget Table - Year 1								
Year 1	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
BCPR	285,176	302,676	34,176	242,176		200,000	1,074,204	72%
RC					30,000		30,000	2%
TRAC	20,000	20,000	20,000	20,000		20,000	100,000	7%
CIDA			60,000				60,000	4%
DFID			25,000				25,000	2%
Private sector				100,000			100,000	7%
Sub Total	305,176	322,676	139,176	362,176	30,000	220,000	1,389,204	
Gov't Jamaica In-kind Support							100,000	7%

Grand Total							1,489,204	100%
Jamaica Sustainable Peace and Development Donor Budget Table - Year 2								
Year 2	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
BCPR	50,000	50,000	49,676	50,324		100,000	300,000	18%
TRAC	50,000	60,000				90,000	200,000	
UNDEF				300,000			300,000	18%
DGTF	17,676	190,000					207,676	13%
CIDA			65,000			10,000	75,000	5%
USAID			65,000			10,000	75,000	5%
DFID Jamaica			65,000			10,000	75,000	5%
UK Global pool		95,176		97,352			192,528	12%
Private sector				100,000			100,000	6%
Sub Total	117,676	395,176	244,676	547,676	0	220,000		1,525,204
Gov't Jamaica In-kind							100,000	6%
Grand Total							1,625,204	100%
Jamaica Sustainable Peace and Development Donor Budget Table - Year 3								
Year 3	Output 1	Output 2	Output 3	Output 4	Output 5	Personnel	Total \$	%
Cash								
UNFHS ²⁴		197,352		190,325			387,676	26%
BCPR	77,500					45,540	123,040	8%
TRAC						65,685	65,685	4%
UNDEF				195,000			195,000	13%
DGTF	17,676			50,000			67,676	4%

CIDA			29,226	50,000		44,000	123,226	8%
USAID			29,225			44,000	73,225	5%
UK Global pool		90,324		22,000			112,324	7%
DFID Jamaica	100,000		29,225			20,775	150,000	10%
Private sector				115,352			115,352	8%
Sub Total	195,176	287,676	87,675	622,677	0	220,000	1,413,204	
Gov't Jamaica In-kind s							100,000	7%
Grand Total							1,513,204	100%

Annex C: Evaluation consultancy Terms of Reference

	UNITED NATIONS DEVELOPMENT PROGRAMME JAMAICA DEMOCRATIC GOVERNANCE PRACTICE EXTERNAL VACANCY ANNOUNCEMENT
I. Position Information	
<p>Job Title: Consultant - Project Evaluator (National) Activity: Evaluation of Project – Jamaica Violence Prevention Peace and Sustainable Development Programme Reports to: Governance Advisor, UNDP Jamaica Type of contract: Individual Contract</p>	
II. Background	
<p>Project</p> <p>The title of the project to be evaluated is <i>Jamaica Violence Prevention Peace and Sustainable Development Programme</i>. Funded primarily by the Bureau for Crisis Prevention of the UNDP, the project was officially launched in April 2008 and is due to be completed in March 2011. The JVPPSD is part of the BCPR global Armed Violence Prevention (AVP) efforts.</p> <p>The outcome of the programme is UNDAF Outcome 5 - the increased capacity of government and targeted communities to attain a more peaceful, secure and just society.</p> <p>The programme has five outputs:</p> <ol style="list-style-type: none">1. Enhanced design of armed violence prevention policies and programmes.2. Increased capacity of institutions to prevent armed violence and increase community safety.3. Increased effectiveness and coherence of international support to armed violence prevention policies and programmes.4. Enhanced safety in target communities.5. Development of UN Country Team programme on armed violence prevention. <p>The main implementing partner is the Ministry of National Security. The responsible parties, supporting implementation are the Ministry of Justice and the Social Development Commission.</p> <p>The entire project document is available for review at http://www.jm.undp.org/node/212</p> <p>Evaluation purpose</p> <p>Under the UNDP evaluation, lesson learning and knowledge management framework all projects are required to conduct end of project evaluation. The evaluation report must be completed in time for submission no later than May 27, 2011.</p> <p>Evaluation scope and objectives</p> <p>The evaluation must address the entire project from inception to completion and should embody a strong results-based orientation.</p> <p>Based on a desk review of all documents produced by the project and other relevant knowledge products, interviews, focus groups, site visits and other research conducted, the Evaluator will produce an evaluation that will:</p> <ul style="list-style-type: none">- Identify outputs produced by the project- Elaborate on how outputs have or have not contributed to outcomes,	

- Identify main project processes
- Detail the effectiveness of project processes and
- identify results and transformation changes, if any that have been produced by the project
- Identify AVP "best practices" that can be included in the BCPR Ministerial Conference in Geneva (October 2011).

The evaluation should assess:

- Whether stated outputs were achieved
- What factors have contributed to achieving or not achieving outputs
- The appropriateness and cost-effectiveness of the project processes
- What factors contributed to effectiveness or ineffectiveness of the project
- The effectiveness of the partnership strategy
- Capacities gained and roles defined in the process of implementation
- Assess levels of ownership by implementing and responsible parties
- The impact of the project
- The sustainability of the project impact
- How effective equality and gender mainstreaming have been incorporated in the design and execution
- lessons learnt on Armed Violence Prevention work that has taken place in Jamaica

III. Deliverables

The Evaluator will produce for approval by UNDP:

- An evaluation inception report with detailed workplan and budget
- A draft evaluation report, and
- A final evaluation report with lessons learned and recommendations as well as a listing of documents examined and persons interviewed

The Evaluator will also produce an evaluation brief or similar knowledge product, and facilitate at least one knowledge sharing event on the evaluation

IV. Competencies

- ☐ Strong statistical and analytical skills
- ☐ Excellent oral and written communication skills including ability to engage stakeholders in open discussions

V. Recruitment Criteria

Education:	Advanced degree, preferably in International Relations, Political Science or Law or other Governance or development related field
Experience:	<ul style="list-style-type: none"> ▪ Minimum 5 years relevant professional experience in the area of democratic governance, ▪ Minimum 5 years experience in project or programme evaluation in country context. ▪ Knowledge of and experience with UNDP or other donor or developing country governance programmes would be an asset ▪ Experience in project management is considered an asset
Language Requirements:	Excellent command of English

Independence	The evaluator must be independent from any organisations that have been involved in designing, executing or advising on any aspect of the project that is the subject of the evaluation
Evaluation Ethics	The evaluation must be conducted in line with the UNEG Ethical Guidelines for Evaluation. www.uneval.org/search/undex.jsp?q=ethical+guidelines

VI. Submissions	
<p>Interested applicants (individuals or companies are required to submit:</p> <ul style="list-style-type: none"> • Evidence of qualifications including resumes and references • A detailed workplan with timelines explaining methodology for conducting the evaluation • The associated budget including all costs for conducting the evaluation and producing the deliverables 	

Annex D: JVPPSDP documents received from the PMU

Company/Topic/Folders	Documents
Kingston & St. Andrew Action Forum	<p>Legal Agreement between UNDP and KSAAF Brochure</p> <p>Signature Registries</p> <p>Report - "Get the Guns off the Street" Campaign (April - December 2008)</p> <p>Annual Work Plan - 2008 (duplicates)</p> <p>Schedule of Events</p> <p>Payments</p> <p>Passport and travel info - Lothian/Godfrey</p> <p>Income and Expenditure - 2008 (duplicates)</p> <p>Resume, Employment Document - Andrew Geohagen</p> <p>Project Cooperation Agreement - 2009</p> <p>Winning Presentation Skills - ppt handslides</p> <p>Report - Guns Off the Street Programme: October - December 2009</p> <p>Report - Guns Off the Street Programme: January - March 2009 (duplicate)</p> <p>Report - Guns Off the Street Programme: April - June 2009</p> <p>Annual Work Plan - 2009</p> <p>Annual Work Plan - 2009 (4th Quarter)</p> <p>Electronic Documents /Documents provided by UNDP_JVPPSDP (Electronic Documents)</p> <p>JCF - COMMUNITY POLICING</p> <p>Post- Event News Release - Joint MOU Signing of Partner in support of the Community Safety and Security Initiative</p> <p>MOU_ summary</p> <p>JVPPSD involvement in community policing</p> <p>ksaaf b - contains photos</p> <p>Correspondence</p> <p>IANSA Global Week of Activities 2010 - Media Press Release</p> <p>PRESENTATION TO RETREAT</p> <p>Retreat Presentation</p> <p>October - December Report - Guns Off the Street Programme - 2009</p>
Ministry of National Security	<p>CV- Woodrow Daleno Smith. Job Description, Contract Agreement - UNDP, Ministry - 2009</p>

	<p>Grant Agreement (Micro-Capital)</p> <p>Contract Agreement - Crime Stop</p> <p>Questionnaire - Financial Management</p> <p>2009 First Quarterly Report</p> <p>Annual Work Plan 2009 (duplicate)</p> <p>Agreement - UNDP, Ministry - 2008</p> <p>Terms of Reference</p> <p>Interim Report - 2008</p> <p>Evaluation Report - 2008</p> <p>Inception Report - 2008</p> <p>Correspondences 2008, 2009</p> <p>Annual Work Plan 2008 (duplicate)</p> <p>Signature Registry</p> <p>Payments</p> <p>Minutes - CAP Meeting #2008/07-01</p> <p>Annual Work Plan - 2010</p> <p>Draft Terms of Reference - 2009</p> <p>Revised Terms of Reference - 2010</p> <p>Crime Prevention & Community Safety Strategy Consultation</p> <p>Work Schedules</p> <p>Inception Report - 2010 (Consultancy Contract with MNS)</p> <p>Interim Report - 2010</p> <p>Final Report - 2010 (Consultancy Contract with MNS)</p> <p>Report - knowledge Management Plan</p> <p>Preliminary Report (Consultancy Contract with MNS) - 2010</p> <p>Draft Document - National Crime Prevention and Community Safety Strategy</p> <p>Concept Paper - Developing a National Crime Prevention and Community Safety Strategy (duplicate)</p>
<p>Ministry of National Security (Continue)</p>	<p>Inception Report - Crime Prevention and Community Safety Strategy - 2010</p> <p>Final Report - The Jamaican National Crime Victimization Survey</p> <p>Annual Work Plan - 2009 (4th quarter)</p> <p>Electronic Documents MNS/Documents provided by UNDP_JVPPSDP</p> <p>Directory</p> <p>ESSJ- Summary Activity & Achievement Report - 2010 (PMU)</p> <p>Master List - Staff complement</p> <p>Meeting Agenda</p> <p>Correspondence</p> <p>Consultation Schedule- J. Hoffman</p>

	<p>ACTION PLAN</p> <p>NPCSS Action Plan Budget Sept 24 2010</p> <p>CRIME PREVENTION AND COMMUNITY SAFETY STRATEGY</p> <p>Correspondence/Invitation Letters</p> <p>Consultation Master listing</p> <p>Updated 2nd Quarter Budget</p> <p>Consultation Concept Paper: Developing a National Crime Prevention and Community Safety strategy</p> <p>Itinerary - Joan Hoffman's visit</p> <p>NPCS Strategy and Action Plan - Draft for discussion - May 2010</p> <p>Inception Report (duplicate)</p> <p>Stakeholder's Meeting</p> <p>Consultation Master listing - Participants List-example</p> <p>Confirmed list for workshop</p> <p>Budget</p> <p>Comments on draft CPCS Strategy</p> <p>CPCS Status Report - Aug 2010</p>
<p>Ministry of National Security (Continue)</p>	<p>2ND CONSULTATION NPCSS</p> <p>NPCSS invitation letters to stakeholders</p> <p>2nd External CP and CSS Consultation - Master listing - Participants List (duplicate)</p> <p>NPCS STRATEGY AND ACTION PLAN 25 5 10 - Charmaine's comments.doc</p> <p>NPCSS DOCUMENTATION 2011</p> <p>Draft NPCSS Amendments Public Order - October 6, 2010</p> <p>NPCSS Public Order</p> <p>Amendments</p> <p>Final - June 25 NPCSS Public Order Amendments</p> <p>EMPLOYMENT CENSUS</p> <p>Correspondence</p> <p>Employment Census</p> <p>Format for Employment Census</p> <p>REGISTRAR GENERAL'S DEPARTMENT</p> <p>Correspondence</p> <p>VIOLENCE PREVENTION DOCUMENT</p>

	<p>Jamaican Inventory Interpersonal Violence Prevention Programme in Jamaica - Report (2005)</p> <p>CONCEPT NOTE - MAPPING Mapping concept note (duplicate)</p> <p>DEPT. OF CORRECTIONS - COMM. SAFETY ORDER Data for Juvenile on CSO Programme May - July 2010</p>
<p>Ministry of National Security (Continue)</p>	<p>JOAN HUFFMAN Payment Correspondence Revised Term of Reference - April 1, 2010</p> <p>SOCIAL INTERVENTION PROGRAMME Appendix Methodologies/Best Practices Programming outline - Harmonizing CSJP and CSI Workshop Report - Methodologies - Harmonised Social Intervention Programme - Oct. 14, 2010 (duplicate)</p> <p>WEST KINGSTON COMMUNITY RENEWAL Annual Work Plan- 4th Qtr 2010 - Adjusted Meeting Agenda Concept Note - Parenting 2010 (duplicate) Jamaica Youth Survey - June 30, 2010 ppt presentation Minutes Terms Of Reference - Community Coordinator (duplicate) CDO - Job Description Community Renewal Programme - Chart Existing Community Development Programme - Government Ministries Jamaica Youth Survey - Appendix A The Our Children Project - ppt presentation Correspondence IDP Support matrix active programmes Jamaica Youth Survey Program instrument West Kingston Parenting Programme-List of Schools</p>
Ministry of National Security	JAMAICA VIOLENCE PREVENTION DOCUMENT

(Continue)

Jamaican Inventory Interpersonal Violence Prevention Programme in Jamaica - Report (2005)

TDI

Draft Project Proposal - Rehabilitating at-risk youth
West Kingston Youth Transition Programme - final draft
Action Plan TDI/PMI: West Kingston Diversion and Rehabilitation Programme for Youth at Risk

VICTIMS SUPPORT UNIT

Draft project proposal for additional UNDP funds

CONTRACTS

Correspondence

DOMESTIC VIOLENCE WORKSHOP

Proposed Domestic Violence Workshop

MNS INTERNAL DIRECTORIES

Directory listing - 2010

STAFF MEMOS

Correspondence

WOODROW SMITH

MNS NTA - Inception Report - Deliverable 1
MNS NTA- Preliminary Report - Deliverable 2
MNS NTA - Interim Report - Deliverable 3
MNS NTA - Knowledge Management Report- Deliverable 4
MNS NTA - Final Report - Deliverable 5.
Deliverable 2 - Contract

Ministry of Justice

Correspondences - 2008 - 2010
Annual Work Plan - 2009
Annual Work Plan - 2009 (4th quarter)
Payments
Agreements
MOJ - The NRJ Policy (with stock of document)
Signature Registry
Terms of Reference - duplicate, Amendment
Annual Work Plan 2008-2009 (duplicate)
Report - January - December 2009 - National Restorative Justice Programme(with stock of documents)
Electronic Documents - MOJ/Documents provided by UNDP_JVPPSDP

	<p>Interim Report - Gender Barriers to Justice Baseline Study in Granville, May Pen, Spanish Town, and Tower – February, 2011</p> <p>Expenses for NTA</p> <p>MOJ AWP UNDP 2009 REVISED 16 Feb - Annual Work Plan</p> <p>Quarterly Report -January - March 2010 - 1st Quarter report</p> <p>RJ programme Pilot launch final - flyer</p> <p>TOR National Technical Adviser Restorative Justice Programme - Audrey Barrett</p> <p>Activity Report - Supplementary Report - November - December 2009</p> <p>CONTRACT AGREEMENT - AUDREY BARRETT</p> <p>Expenses for NTA</p> <p>Activity Report - January - December 2009</p> <p>Quarterly_Report UNDP April - June - 2nd Quarter</p> <p>Supplementary Activity Report - November - December 2009 (duplicate)</p> <p>UNDP/GOJ PERFORMANCE REVIEW REPORT MARCH 3, 2011</p> <p>Annual Report - 2009 (unfinished)</p> <p>CONTRACT for Consultancy Service - Technical Adviser</p> <p>MEMORANDUM re NTA Ms. Audrey Barrett</p> <p>Progress Report Restorative Justice Programme - December 2008</p>
Ministry of Justice <i>(Continue)</i>	<p>RESTORATIVE AND COMMUNITY JUSTICE WEEK 2010 - Jonathan's speech</p> <p>Terms of Reference for Consultant on Study of Gender Barriers to Justice</p> <p>CONTRACT AGREEMENT - AUDREY BARRETT (E)</p> <p>Quarterly_Report_UNDP April - June - 2nd Quarter.doc</p>
Dispute Resolution Foundation	<p>Correspondences</p> <p>Commercial Lease Agreement</p> <p>Annual Work Plan - 2009</p> <p>Annual Work Plan - 2009 (4th Quarter)</p> <p>Annual Work Plan - Annex 1</p> <p>Payments 2009</p> <p>Project Cooperation Agreement - March 09, August 08</p> <p>JVPPSD Programme Report for 2009</p> <p>Six Month Project Report UNDP JVPPSD Programme- January to June 24, 2009</p> <p>Toward a Strategic Framework for Restorative Justice in Jamaica - Final Report of the Restorative Justice Formulation Team - 2008</p> <p>Training material and sessions - 2009</p>

	<p>Annual Work Plan 2008</p> <p>Payments - 2008</p> <p>The Mediator Handbook - sponsored by The Citizen Security & Justice Programme (with stack of documents)</p> <p>Output#4 - Enhanced Safety in Target Communities - Report to UNDP June - December 2008</p> <p>Electronic Documents/Documents provided by UNDP_JVPPSDP (Electronic Documents)</p> <p>Funding Authorization and Certificate of Expenditure</p> <p>Annual Work Plan - 2009</p> <p>Conference Report 2009</p> <p>Fixed Assets UNDP (duplicate)</p> <p>Payment</p>
Violence Prevention Alliance	<p>Signature Registry</p> <p>Contract - No. 005/09 (duplicate)</p> <p>Terms of Reference</p> <p>Contract - No. 005/08 (duplicates)</p> <p>Contract - No. 004/08</p> <p>Project Cooperation Agreement - 2008</p> <p>Crime Observatory - Draft Report - December 2008</p> <p>Enhanced Design of Armed Violence Prevention Policies and Programme Report- January - April, 2009 (duplicate)</p> <p>Enhanced Design of Armed Violence Prevention Policies and Programme Report- April - June, 2009</p> <p>Annual Work Plan - 2009</p> <p>Annual Work Plan - 2009 (4th quarter) - duplicate</p> <p>Annual Work Plan - 2008</p> <p>Payments</p> <p>Report - GIS-Based modelling of crime-related data for Granville, Rose Town and Torrington Park (with stack of documents)</p> <p>The Crime Observatory Report (with stack of documents) - 2009</p> <p>Electronic Documents/Documents provided by UNDP_JVPPSDP (Electronic Documents)</p> <p>Invitation</p> <p>Book - Confronting the Don: The Political Economy of Gang Violence in Jamaica</p> <p>Report - Jamaican Inventory of Interpersonal Violence Prevention Programme - 2005</p>

Women's Resource and Outreach Centre	<p>Signature Registry Project Cooperation Agreement - 2008 Report - January - March 2009 (duplicate) Report - October - December 2009 (with stack of documents) - duplicates NB- only one report has financial document attached Research Document - Gender Mainstreaming Strategy (Draft) Report and Proposal to UNDP - January 2009 Terms of Reference Correspondence Annual Work Plan - 2009 (4th Quarter) Project Cooperation Agreement - 2009 Annual Work Plan - 2008 Gender Work Plan - 2009 Payments - Financial Annual Work Plan - June - Dec. 2008 (duplicate) Draft Document - Programme Component to be implemented (June - Dec. 2008) Signature Registry - UNDP</p> <p>WROC Electronic Documents Every where is War the Apple and the tree Activity- Quarterly Report 2 - Oct - Dec 2009 Manual for Trainer of Trainer - 2009 Report 1 - October - December 2009 Gender Mainstreaming Strategy (draft) - final version May 22 2009 The plan (Script) Leadership Drama Piece Training Manual - Parenting and Life Skills SCRIPT Part 3A SCRIPT Part 3C</p>
Young Americas Business Trust	<p>Information - Joan Serra Hoffman Project Cooperation Agreement - 2009 Cooperation of Agreement - 2009 Report - October - December 2009 Financial Report Report - July - September, 2009</p>

<p>SDC (Hard Copies)</p>	<p>Report - May - June, 2009 Report on the activities conducted in Trench Town/Jones Town during May 2009 Report - February - April 2009 Report on Leo Francis participation in the 2009 Youth Summit Contract of employment Terms of References Annual Work Plan - 2009 (duplicates) Payments Signature Registry Cooperation of Agreement - 2008 Annual Work Plan - June - December 2008 (duplicates) Payments YABT - Blue Butterfly Programme (Electronic documents)/Documents provided by UNDP_JVPPSDP (Electronic Documents) SHIRLEY LINDO Programme Outline (E) Homemakers Program - 6-week program (E) Training Manual - 2009 (E) - training guide for facilitators Contract - Alternative Livelihood Contract Second Quarter Work Plan - 2010 Letter of Agreement - duplicate Payments Report - January - December 2010? Report -Jan. - Sept. 2010 (Alternative Livelihood Component) Quarterly Progress Report - Sept. 2010 Support to UNDP/GoJ's JVPPSDP) Indicators for Police Evaluation Survey - Draft Preliminary findings of community security assessment - ppt handout Legal agreement - 2009 Signature Registries / Correspondence Annual Work Plan - 2009</p>
<p>SDC (Hard Copies)</p>	<p>Annual Work Plan - 2009 (4th Quarter) Report - January - June 2009 Progress Report - 2008 Workshop Evaluation Form Work Plan 2008 - 2009 (Draft) Community Safety and Security - Project Implementation Schedule</p>

	<p>Work Plan in support of UNDO</p> <p>Strategic Position and Work Plan - July 2008</p> <p>Application from JVPPSD Community Grant (with stack of documents)</p> <p>Section 4 - Budget Work Plan (duplicate) - (with stack of documents)</p> <p>Blue Butterfly Programme -Training Manual 2009 (with stack of documents)</p>
Institute of Criminal Justice and Security	<p>Report - <i>Expert Workshop on Gangs in Jamaica</i> - December 2009</p> <p>Report - Organised Crime Watch (OWL) Annual Activity (to be finished)</p> <p>OWC Quarterly Report April - June 2009</p> <p>Signature Registries</p> <p>Memorandum of Acceptance - Temporary custody of UNDP Property</p> <p>Contract - Legal Agreement</p> <p>Correspondence</p> <p>Annual Work Plan - JVPPSDP 2009</p> <p>Term of Reference</p> <p>Annual Work Plan - 2009 (4th Quarter)</p> <p>Sub Contracts for Services</p>
Institute of Criminal Justice and Security (Continue)	<p>Draft Report - Organised Crime Watch (OWL) Phase1</p> <p>Annual Work Plan - 2008</p> <p>Payments</p> <p>Draft concept paper - National Conference on Organised Crime</p> <p>Electronic Documents</p> <p>Final activity report - Quarterly - Jan- March 2009</p> <p>Report of the Organised Crime Watch (duplicate)</p>
Agency for Inner-City Renewal	<p>Legal Agreement - Alternative livelihood Opportunities - 2010</p>
Jamaica Business Development Corporation	<p>Legal Agreement - Alternative livelihood Opportunities JDBC and SDC - 2010 (duplicate)</p>

	<p>Report - Economic Baseline Study for the Communities of Trench and Jones Town - 2011 (with stack of documents)</p> <p>Application form for JVPPSD Community Grant - 2010</p> <p>Unattached Youth training outline - (with stack of documents)</p> <p>Business Owners Training Outline - (with stack of documents)</p>
Other Documents	<p>WROC - Manual consisting of scripts used as a teaching methodology by WROC Players</p> <p>Manual for Trainer of Trainers - Parenting Life Skills & Community Mobilization</p> <p>Report - January - December 2009 - National Restorative Justice Programme (duplicate)</p> <p>Crime Observatory Meeting Notes-August 2010</p>
USAID Project (Electronic Documents)/Documents provided by UNDP_JVPPSDP (Electronic Documents)	<p>Article - 620 Rural youth trained under Employment Project - the Rural Youth Employment Project (RYEP)</p> <p>Final Draft Scope of Work - Democracy and Governance Program – More Peaceful and Transparent Democracy</p> <p>JVPPSD - Community Grant Alternative Livelihood Report for First Quarter - December update</p> <p>JVPPSD M E - Community Grant - Alternative Livelihood report - Jan - Feb. 2011 corrected Mar. 16, 2011</p> <p>UNDP Quarterly Progress Report - April - June 2010 (File name: UNDP-USAID YEP 3rd Qtr Report)</p> <p>URBAN ALTERNATIVE LIVESTYLE COMPONENT</p> <p>USAID - Jamaica More Peaceful Transparent Democracy program agenda - November 2010</p> <p>Youth Employment through Sustainable Livelihoods Presentation for USAID - ppt</p> <p>Alternative Livelihood presentation 2010 - ppt (JVPPSD Community Grant for Alternative Livelihood) (duplicate)</p> <p>Jamaica Violence Prevention, Peace & Sustainable Development - Year End Report 2010 (incomplete)</p> <p>JVPPSD M E - Community Grant - Alternative Livelihood 3rd Qtr report - 2010 B[1]- JULY - SEPTEMBER 2010</p> <p>JVPPSD M E - Community Grant - Alternative Livelihood report - Template</p> <p>UNDP-USAID Youth Sustainable Livelihood Project - Project Document(Jamaica)</p>

<p>USAID Project (Electronic Documents) - <i>Continue</i></p>	<p>USAID - December 2010 Expenditure B USAID - Jamaica More Peaceful Transparent Democracy program (meeting) Alternative Livelihood presentation Dec 1st 2010 b - ppt duplicate Jamaica Violence Prevention, Peace and Sustainable Development - Final Year Report 2010-2011 - ppt JVPPSD M E - Community Grant - Alternative Livelihood 4th Qtr report - OCTOBER - DECEMBER 2010 Sample Project Reporting Urban Alternative Lifestyles Component bullet points</p> <p>USAID - December 2010 Expenditure USAID Logo</p>
<p>JVPPSD (Electronic Document) Documents provided by UNDP_JVPPSDP (Electronic Documents)</p>	<p>JVPSD FUNDING MODALITY Draft letter to partners 3 10 09 - Funding Modality Draft letter to partners 3.10.09 - Funding Modality Proposal for new JVPPSD funding modality for NGO partners</p> <p>JVPPSD - Achievements Achievement</p> <p>JVPPSD REPORTS Activity Report Quarters 2 & 3 - (File name: 3rd Quarter Progress Report - 2010) duplicate Compiled Expenditures for all quarters JVPPSD 2008 Annual Report JVPPSD_2009_third quarter_ Report 24 9 09 for Board-1 Second Quarter Annual Work Plan 2010 - March 30 Activity Report Quarters 2 & 3 - (File name: 3rd Quarter Progress Report - Final) 4th Quarter report - 2010 Final Quarter Budget 2009 Programme Finance Report Aug 2009 (JVPPSDP Programme 2010 Second Quarter Report - file name: Second quarter report - 2010 17 6 10 (see Ministry of National Security) duplicate</p>
	<p>SDC Quarterly Progress Report Oct 2010 - Feb 2011 (File name: SDC JVPPSD Report Oct 2010 - Feb 2011[1]) (See</p>

JVPPSD (Electronic Document) -
Continue

SDC)

JVPPSD 2009 End of Year Report (File name:
JVPPSD_2009_End of Year Report FINAL (April) (see
Ministry of National Security) duplicate
Jamaica Violence Prevention, Peace and Sustainable
Development - Final Year Report 2010-2011 - ppt
ANNEX to FACE FORM 4th Qtr expenditure updated

JVPPSD Project Management Report 2009

2009 End of Year Report FINAL (April) (File name:
JVPPSD_2009_End of Year Report FINAL (April) (see
Ministry of National Security) duplicate
Final Report 2009 18.01.10 - PMU (see Ministry of
National Security)
JVPPSD 2009 End of Year Report AMv1

AUDIT ACTION PLAN

UNDP REPORTS AUDIT Response JVPPSD

JVPPSD - PRESENTATION - REPORT

Annual Progress Report January 2011 -FINAL (Reporting
period January 1, 2010 – December 31, 2010)
JVPPSD 2010 First Quarter Report (File name: First quarter
report 05 04 10 Final sent to Board) (See Ministry of
National Security)
Quarterly Progress Report - reporting period July 1st –
September 30th, 2010 (File name: 2010 3rd Q Progress
Report1) duplicates
Third Quarter_Report 24 9 09 for Board
Third Quarterly Progress Report JVPPSD Jan revised (2)_31
01 2011 (for correction).doc
2009 Six Monthly Report (Jan - June) – power point
presentation (incomplete)
Jamaica Violence Prevention, Peace & Sustainable
Development - Year End Report 2010 – power point
presentation
Jamaica Violence Prevention, Peace and Sustainable
Development power point presentation (1 & 2)

JVPPSD PAYMENT REQUESTS

payments

MEMO

	Correspondence Payments
JVPPSD (Electronic Document) - Continue	JVPPSD 2009 REVIEW- POWERPOINT PRESENTATION JVPPSD Six month Report Jan. - June 2009 (file name: Jamaica Violence Prevention, Peace and Sustainable Development - 2.ppt) (duplicate)
Inter Agency Mission (Electronic documents)	Jamaica Mission - September 6 - 10, 2010 Participants Draft Term of Reference - UN Inter-Agency Violence Prevention Mission to Jamaica
GDV - SANAM (Electronic documents)/ Documents provided by UNDP_JVPPSDP (Electronic Documents)	Report - Interpersonal Violence Prevention Programmes for Children in Jamaica - 2005 Recommendations - GDV Study - Gendered Dimension of Violence - The Case of Jamaica - Oct. 2009 (draft) TOR - SANAM ANDERLINI Draft ToR Gender Mission September 2009 ROAD MISSION FORM (3) - Friday, September 11, 2009 ROAD MISSION FORM (3) Sanam Schedule Second Draft Travel Claim
DFID CONTRIBUTION (Electronic documents)/Documents provided by UNDP_JVPPSDP	DFID MOU - UNDP security project
Comparative Analysis (Electronic documents)	Comparative analysis action actors map Memo Jamaica Violence Prevention - Alternative Livelihood Memo re- New Telephone extensions
	Memo template Payments Requests - Second Quarter Advance 2010 Advance Request - Final Memo re- Assumption of duties under MNS contract 2

Comparative Analysis (Electronic documents) - Continue	<p>Memo re-Handover of AWP to MNS Dec.09</p> <p>Payment request- VPA advance - Dec. 2009 2</p> <p>Assumption of Duties under MNS Contract</p> <p>Memo re- Assumption of duties under MNS contract</p> <p>Memo re-replacement of ID & Key</p> <p>Payment request- VPA advance - Dec. 2009</p>
UN-Lirec Conference (Electronic documents)/Documents provided by UNDP_JVPPSDP (Electronic Documents)	<p>Biographies - Updated</p> <p>Bios technical consultants</p> <p>Citibank Listing</p> <p>Compact Travel payment order</p> <p>DSA LIST</p> <p>Libro3 - DSA Calculations</p> <p>PROFORMA - Travel Agency</p> <p>Quotation</p> <p>Rooming List</p> <p>Ticket Reservation lists</p> <p>Workshop_ List of participants - FINAL</p> <p>Director 's thank you letter</p> <p>Director's thank you - MNS - D. McIntosh</p> <p>Draft Concept note Agenda_ workshop Kingston 11 03 2010</p> <p>DSA LIST - Updated 15 04 2010</p>
UN-Lirec Conference - Continue	<p>Electronic ticket receipt, April 27 for CAIN JULIAN</p> <p>Electronic ticket receipts</p> <p>Travel reservation document</p> <p>Workshop preliminary Agenda</p> <p>Financial Authorization form</p> <p>Payments</p>
Project Board (Electronic documents)	<p>Agenda Project Board Meetings</p> <p>Draft Application Form for JVPPSD tender applications</p> <p>JVPPSD - Assessment Committee - Scoring Guide</p> <p>Key outcomes - JVPPSD retreat</p> <p>Minutes- JVPPSD Board Meeting</p> <p>Correspondence</p> <p>Project Board Agenda</p> <p>Key outcomes - JVPPSD retreat</p> <p>Proposed Assessment Criteria - Call for Proposals</p> <p>Invitation to Project Board - Response</p>

	<p>JVPPSD 2009 Six Monthly Report (Jan- June) - (File name: .JVPPSD_2009_Six_Monthly_Report for Board)</p> <p>PROJECT BOARD MEMBERS - March</p> <p>Proposed Assessment Criteria - Call for Proposals</p> <p>Jamaica Violence Prevention, Peace and Sustainable Development</p> <p>Key outcomes - JVPPSD retreat</p> <p>Programme & Project Mgmt. Roles</p> <p>Project Proposal Template</p> <p>Project Board Meetings</p> <p style="text-align: center;">Project Board Minutes</p> <p>Minutes</p>
Audit Documents (Electronic Documents)/Documents provided by UNDP_JVPPSDP (Electronic Documents)	<p>Asset transfer form</p> <p>Action Plan VPPSD - 2009 (duplicate)</p> <p>JVPPSD Audit Report 2009 (duplicate)</p> <p>CAP submission form template</p> <p>Action_Plan_JVPPSD_2009</p> <p>JSPD Audit Observations and Recommendations</p> <p>Letter to MNS re Audit Action Plan - 2011</p>
ALTERNATIVE LIVELIHOOD PARTNERS (Electronic Document)	<p>ASSESSMENT COMMITTEE - FINAL PANEL SCORES</p> <p>Evaluation grid - Applicants - Call for Proposals - Final Scores Collated</p> <p>FINAL Terms of Reference</p> <p>Minutes of Meetings, Agenda</p> <p>NCC and Board report re call for proposals</p> <p>Report re- Call for proposals</p> <p>Tender opening Form</p> <p>FINAL Application Form for JVPPSD tender applications</p> <p>Correspondence</p> <p>Transmittal Form</p> <p>CONTACT SHEET - JVPPSD COMMUNITY GRANT on ALTERNATIVE LIVELIHOOD</p> <p>FINAL Application Form for JVPPSD tender applications</p> <p>FINAL Assessment Criteria - Call for Proposals</p> <p>Minutes of meeting - JVPPSD COMMUNITY GRANT June 10th 2010</p> <p>YABT withdrawal letter</p>

ALTERNATIVE LIVELIHOOD PARTNERS (Electronic Document) - Continue	Agency for Inner city Renewal - AIR AIR TCC Correspondence Contract - Legal agreement Payments Alternative Livelihood - 1st Quarter report - (2010) AGREEMENT - amended 1st page M & E re Alternative Livelihood Report - JVPPSD M E - Community Grant - Alternative Livelihood - MONITORING AND EVALUATION FRAMEWORK (duplicate) M & E re Alternative Livelihood Resource & Expenditure Report by Donor - 2010 UNDP-USAID YEP 3rd Qtr Report - April - June 2010 (duplicate see -USAID) JVPPSD M E - Community Grant - Alternative Livelihood 3rd Qtr report - 2010 - July - Sept. (duplicate - SEE USAID) USAID REPORT - Disaggregation of Funds Schedule of Activities Rural December Activities Schedule JVPPSD M E - Community Grant - Alternative Livelihood report - Machel 3 - 2010 BIDS SUBMITTED Assessment of Applicants for Call for Proposals – Alternative Livelihood in target communities of Jones Town and Trench Town Correspondences
ALTERNATIVE LIVELIHOOD PARTNERS (Electronic Document) - Continue	Recruitment Report - The selection and award of the JVPPSD Community Grant on alternative livelihood within the inner cities communities of Jones and Trench Town. Final Application Form for JVPPSD tender applications rev 19 2 10 - JBDC.doc Evaluation grid - Applicants - Call for Proposals - (duplicates) Alternative Livelihood in Trench Town Proposal

	<p>CATC-AIR-MBTT Final Proposal for UNDP</p> <p>REPORT TEMPLATE</p> <p>JVPPSD M E - Community Grant - Alternative Livelihood report - Template 2010</p> <p>JDBC</p> <p>Contract JBDC - June_2010 FINAL JVPPSD M E - Community Grant - Alternative Livelihood Report for First Quarter (duplicate) Schedule of activities for the JVPPSD as at August 31 2010 Terms of Reference for Alternative Livelihood Component Newsletter JVPPSD Work Plan- JBDC Selection Criteria - Field Officer -JVPPSD alternative livelihood Component Implementation Plan - JVPPSD Community Grant New Budget and Costing after Budget Transfer Request Results and Resources Framework TOR for Project Field Officer - JVPPSD</p>
<p>ALTERNATIVE LIVELIHOOD PARTNERS (Electronic Document) - Continue</p>	<p>REPORTS - Within JDBC folder</p> <p>JVPPSD - Community Grant Alternative Livelihood Report for First Quarter - December update (duplicates) JVPPSD M E - Community Grant - Alternative Livelihood Report for Second Quarter JVPPSDP December 2010 Report</p> <p>SDC</p> <p>Contract - SDC June 22 - FINAL (duplicate) Jamaica Violence Prevention Peace - Schedule of Activities - Alternative Livelihood - 2010 Revised - SDC Draft Implementation Plan 2010 SDC-MNS Agreement July 2010 JVPPSD - Community Grant Alternative Livelihood Report for First Quarter - December update</p>

	SDC Needs Assessment Report - Draft 1 UNDP Report on GIS database project Equipment Expenditure Report - UNDP Correspondence SDC Phase 2 Work Plan
SDC (Electronic Documents)	Annual Work Plan Budget 2010 Draft Community-Based Policing Work-planning Report Participant List -Leaders Retreat FACE form for JVPPSD Fourth Quarter Advance 2010
SDC (Electronic Documents) - Continue	JVPPSD SDC- Alternative Livelihood October 2010 - February 2011-USAID MAR 2011 (duplicate) Correspondence Work Planning Session - Brief Update Activity and Financial Report - January - August 2010 Community Month Calendar of Events October 2009 Community Safety and Security Plan template Jamaica Violence Prevention Peace - Schedule of Activities Leaders retreat draft agenda Support to JVPPSD Activities and Financial Update Torrington Park Work Plan CBP final work plan template Community Youth and Local Government Month Partners' Planning Meeting Evaluation form - leader retreat Jones Town Community CSS Plan Survey Instrument - Rose Town Work Plan for the Implementation of (CBP) - Trench town draft PROJECT COSTS Revised Budget for Socio-economic study of Jones Town and Trench Town Payment Schedule Updated Proposal for support to database Development new-amended PROPOSAL - GIS EQUIPMENT Payment Schedule Updated Proposal for support to database Development new-amended (final) - duplicate REPORTS

	<p>SDC - End of year Project Report 2009 - JVPPSD - 2 (duplicate)</p> <p>Expenditure Tracking - 2010</p>
<p>SDC (Electronic Documents) - Continued</p>	<p>JVPPSD SDC- Alternative Livelihood June - September 2010 - FINAL (duplicate)</p> <p>Quarterly Progress Report - Sept 2010 (File name: SDC JVPPSD Report - Sept 2010)</p> <p>JVPPSD-SDC-Alternative Livelihood Jan-September 2010[1]</p> <p>Expenditure Tracking October - December 6, 2010</p> <p>CONTRACT</p> <p>Contract - SDC June 22 - Final (duplicate)</p> <p>SDC-MNS Agreement July 2010</p> <p>NATIONAL BEST COMMUNITY COMPETITION</p> <p>Fact Sheet - 2009</p> <p>Judges Do's and Don'ts</p> <p>Judges Guidebook 2010</p> <p>NATIONAL DEBATE COMPETITION</p> <p>Script</p> <p>Information Sheet (duplicate)</p> <p>Meeting Notes</p> <p>Personnel Assignment (duplicate)</p> <p>Rules</p> <p>Score Sheets</p> <p>Teams Organisation and Timetable-Final 2010</p> <p>COMMUNITY SCORECARD</p> <p>Scorecard Methodology</p> <p>Scorecard</p> <p>Agenda</p> <p>COMMUNITY PROFILES</p> <p>Jones Town</p>
<p>SDC (Electronic Documents) - Continued</p>	<p>Trench Town</p> <p>Work Plan for the Implementation of Community Based Policing -(File name: CSS Work Plan Trench Town)</p> <p>Work Plan for the Implementation of Community Based Policing - (File name: FINAL - Jones Town community CSS Plan Complete)</p> <p>Draft CSS plan from retreat - 28/ 10 /09 - Rose Town</p>

	COMMUNITY MONTH Gleaner Supplement (duplicate) Blurb Rules for National Community Debate Competition Rules for National Community Debate Competition Judges for Debate Competition Community Youth and Local Government Month Partners' Planning Meeting
PIOJ (Electronic Documents)/Documents provided by UNDP_JVPPSDP (Electronic Documents)	GOJ-UNDP Technical Coop Programme Annual Review - March 2, 2010 Project Report Format UNDP SUPPORT- NTA DOCUMENTS Payment Implementation Schedule National Transformation/Fresh Start Project - Final Report - November. 1, 2010 (final name: final document nov 1.doc) Resource Mobilisation Plan - Nov 1
JSPD AWP (Electronic Documents)	JVPPSD 2009 Annual Report - End of Year.doc (The name of the document does not reflect the report which states JVPPSD 2008 Annual Report) X Annual Work Plan 2010 (file name: Annual Work Plan 2010 - FINAL (2) May 10, 2010) Annual Work Plan 2010 -Final 16 3 10 - REVISED AWP - Pathways Out of Organized Crime Project JVPPSD 2008 Annual Report - End of Year (already noted) Term of Reference - Economic Survey (duplicate)
JSPD AWP (Electronic Documents) - Continue	Work Plan - 4th Quarter 2010 Annual Work Plan 2010 - corrections - 21/1/10 Annual Work Plan 2010 -Final 23.01.10 (already noted) AWP BUDGET JSPD - 2010 First Quarter Annual Work Plan Final - 2010 (file name: First Quarter Annual Work Plan Final) JVPPSD Annual WorkPplan 2010 - signed Second Quarter Annual Work Plan 2010 -March 30.doc Second Quarter Annual Work Plan 2010 CORRECT FINAL - duplicate Second Quarter Annual Work Plan 2010 FINAL for Board - 9 6 10. (seems more updated than others)

	Annual Work Plan 2010 - draft 8 12 09 Annual Work Plan template.doc Annual Work Plan 2010 - Itziar's-Jonathan's corrections AWP BUDGET JSP 2010- OCT - Budget Revision Oct. 4 First Quarter Annual Work Plan 2010 - Itziar's corrections First Quarter Annual Work Plan Final - 26.1.10 (Already noted) Third Quarter Annual Work Plan FINAL sent to board JSPD New AWP UNDP 2009 REVISED 24 Feb <p style="text-align: center;">AWP 2011</p> First Quarter Annual Work Plan 2011 (File name: Annual Work Plan 2011 - 1st revised) (duplicates)
GUYANA MISSION(Electronic Documents)	Travel Reservation Appointment Schedule Term of Reference
Community of Practice - CoP(Electronic Documents)	Brochure Invitation Minutes Terms of References
Community of Practice - CoP(Electronic Documents) - Continue	Annual Work Plan 2009 Correspondence Jamaica Justice, Peace & Security Community of Practice Annual Work Plan - 2009 Stakeholders' Interview Workshop Report - The Jamaica Partners for Peace Development & Visioning Workshop - June 21, 2010 Invitees COP Launch confirmations Strategic focus of Jamaica Partners for Peace 2010 Consolidated reply Early sexual Initiation Mission Report United Campaign - Barbados -Oct. 2010 Jamaica Partners for Peace Work Plan 2011 Drama Piece - Partnership a di link - CoP launch Annual Work Plan 2010 Follow-Up Item Log Questionnaire Timelines JASW Seminar Registration Form - 2010 Brochure - Jamaica Partner for Peace

	<p> Blurb Evaluation grid - ME applicants Sample List- Questionnaire Brief - Transition of Community of Practice <i>Jamaica Partners for Peace</i> to National Partner Special Service Agreement Contract Template Draft - Proposal for observing Woman Inc. 25th Anniversary CANDIDATES FOR CONSULTANCY Correspondence Contract </p>
<p>Community of Practice - CoP(Electronic Documents) - continue</p>	<p> Financial Proposal Technical Proposal - Evaluation Consultant - K. Morrison (duplicate) Interview Report Proposed team list Technical Proposal - Violet Sutherland Consultant Profile - K. Morrison CARIBBEAN UNITE CONFERENCE - OCT. 2010 Caribbean Unite Consensus Agenda DRAFT CONCEPT NOTE Building a Community of Practice on Security, Justice and Peace in Jamaica - 2008 EVALUATION REPORT Final Report COP Evaluation - December 2010 JamPfP 2nd Newsletter JPP Newsletter - corrections JamPfP Reports Jamaica Partners for Peace Report (File name: Report_4thquarter - 2010 2 (duplicate) Jamaica Partners for Peace Report 2009 - (File name: JamPfP_Report2009) <p style="text-align: center;">Workshop Report 2010</p> Workshop Report - June 21, 2010 </p>

Community of Practice - CoP(Electronic Documents) - <i>continue</i>	<p>KEVIN MORRISON</p> <p>Payment</p> <p>Mid-Year Report COP Evaluation (Draft) - May 2010 - (File name: mid-term evaluation) duplicated)</p> <p>Questionnaire</p> <p>Correspondence</p> <p>Work Plan Project Evaluation - Jamaica Partners for Peace - January 2010 (file name: WORK_ PLAN_ Kevin Morrison)</p> <p>Questionnaire - Final Evaluation - 2010</p>
Andy's Contract(Electronic Document)/Documents provided by UNDP_JVPPSDP (Electronic Documents)	<p>Terms of Reference - Senior Advisor - Ministry of National Security Crime Prevention and Community Safety Programme Implementation</p> <p>Andrew McLean - OAS/YABT extends contract Jan. 2011</p>
FACE AND ANNEX FORMS	various forms
Documents reviewed for application - UNDP Website	<p>Report - (JVPPSD) Programme 2008-2010 (duplicate) (file name: Web Page 8_The Jamaica Violence Prevention, Peace and Sustainable Development (JVPPSD) Programme 2008-2010 United Nations Development Programme Jamaica.pdf)</p> <p>TOR - Project Evaluator</p> <p>Overall Information - JVPPSD (Issue, Partnership, Action, Funding, Impact on Beneficiaries)</p> <p>JVPPSD Annual Report - 2008 (already noted)</p> <p>UN Evaluation Plan for Jamaica 2009-2011</p> <p>Overall Information - JVPPSD (Objective, expected results, profile, etc) -- 2008-2009</p> <p>GoJ & UNDP Programme Document - JVPPSD 2008 - 2010 (file name: Communication_Consultant_Programme_Information.pdf)</p> <p>JVPPSDP Signed Project Document of Implementing Agencies</p> <p>Performance Monitory and Evaluation - USAID Rapid Appraisal Techniques</p>
Documents reviewed for application - UNDP Website - <i>continue</i>	<p>Initiatives to Enhance Safety in Target Communities</p> <p>Initiatives to Increase Capacity of Institutions to Prevent Armed Violence and Increase Community Safety</p> <p>Initiatives to Enhance Design of Armed Violence Prevention</p>

	<p>Policies and Programmes</p> <p>Jamaica Violence Prevention, Peace and Sustainable Development Programme to be showcased globally</p> <p>Community of Practice - CoP</p> <p>Building a Community of Practice on Security, Justice and Peace in Jamaica - Nov. 2009 (part 1) (already noted)</p> <p>Building a Community of Practice on Security, Justice and Peace in Jamaica - Nov. 2009 (part 2) (already noted)</p> <p>Project Summary - EC-UN Joint Migration and Development Initiative (file name: Joint Migration _ Development Project Summary.pdf)</p>
PARTNERS LESSON LEARNT & CHALLENGES (Electronic Document)/Documents provided by UNDP_JVPPSDP	Document - Lessons Learnt and Challenges - 2009 - Partner(JVPPSDP)
List of Partners(Electronic Documents)/Documents provided by UNDP_JVPPSDP	Partners' Listing
Crime Observatory(Electronic Document)/Documents provided by UNDP_JVPPSDP	<p>Meeting Notes - August 2010</p> <p>Newsletter - October 2009</p>
Documents provided by UNDP_JVPPSDP(Electronic Documents)	<p>Annual Report - 2009 - Strengthening Community Safety Through Local Government Capacity Building - (File name: Annual Project Report _2009_ revised finalx.pdf)</p> <p>Building a Community of Practice (CoP) on Security, Justice and Peace in Jamaica - revised Nov. 2009 (part 1) (file name: JVPPSDP CoP_0.pdf) - repeat</p> <p>Building a Community of Practice (CoP) on Security, Justice and Peace in Jamaica - revised Nov. 2009 (part 2) (file name: CoP part 2_0.pdf) - repeat</p> <p>Final Concept Note and Implementation Plan for Building Community of Practice (CoP) on Security Justice and Peace in Jamaica - (file name: Jamaica COP FINAL Concept Note _revised Sept 08_.pdf)</p> <p>JVPPSD Annual Progress Report - 2010 (1) (file name :</p>

JVPPSD 2010 Annual Report (I).pdf)
 JVPPSD Annual Progress Report - 2010 (2) (file name:
 JVPPSD 2010 Annual Report (II).pdf)
 JVPPSD 2008 Annual Report (file name:
 JVPPSD_Report_2008.pdf)
 Mid-Year Report CoP Evaluation - May 31, 2010 (file name:
 Final mid-term evaluation_COP.pdf)
 Preparatory Assistance Document - Conflict Prevention &
 Peace Building (File name: Preparatory Assistance
 Document Conflict Prevention (3).pdf)
 Preparatory Assistance Document - Institutional
 Development of NSSIU (file name: Preparatory Assistance
 Document NSSIU.pdf)
 Preparatory Assistance Document - Technical Support on
 Restorative Justice (File name: Preparatory Assistance
 Document Restorative Justice.pdf)
 JVPPSD - UNDAF Outcome 5 - (file name: ProDoc Jamaica
 revised for new BCPR_submission_4 6 10 with Logo (2).pdf)
 (WROC) Summary Table - Documents Received from
 UNDP_JVPPSDP

4th QUARTER BUDGET

Budget for Partners - JVPPSD
 Ministry of National Security - Supplementary Final Quarter
 Work Plan - 2009

Output 6_Addendum to Project Document.pdf
 BCPR Mission Report - Final(410709).pdf
 Output 6 details.pdf

Annex E: Data collection instrument

Evaluation – Jamaica Violence Prevention, Peace and Sustainable Development Programme

Interview Questions

PLEASE COMPLETE THE FOLLOWING QUESTIONS AND BE AS DETAILED AS POSSIBLE:

The questions below relate to the organization (or institution, office or department) with which you are affiliated, and which participated in the Jamaica Violence Prevention, Peace and Sustainable Development Programme (JVPPSDP). Please type your answers to the questions below on this document, as completely as possible, and return your responses by **Monday, May 16, 2011**. Your cooperation is appreciated.

1. Was the programme a good one? (For example, was it well-designed, collaboratively designed, respectful of a partnership, ...)

2. Were the administrative arrangements good? (For example, was there timely responses, timely transfer of funds, timely advice and feedback; were there any challenges faced in making timely reports to UNDP?)

2a. Please list below the persons your organization allocated to the purposes of the project, and indicate whether they were paid part-time or full-time from the Jamaica Violence Prevention, Peace and Sustainable Development Programme.

3. Was the programme a good one yielding good results for Jamaica?

4. What could have been done better and by whom?

5. Were there any challenges faced in meeting your obligations under the JVPPSDP? If so, what were they; to what extent were you able to overcome them; and did you get external support/help to do so?

6. Will your organization sustain its activities after the funding has ended? If so,how?

Thank you for taking the time to complete the questions. Please return to us.

Annex F: List of stakeholders contacted and sites visited

Name	Organization	Questionnaire Completed?	Interviewed in Person?	Site Visit?
Dr. Henley Morgan	Agency for Inner City Renewal	✓	✓	
Mr. Vivian Gray	Canadian International Development Agency			
Mrs. Donna Parchment-Brown	Dispute Resolution Foundation		✓	✓
Professor Anthony Harriott	Institute of Criminal Justice and Security			
Ms. Nicola Satchell	Institute of Criminal Justice and Security			
Mrs. Althea West-Myers	Jamaica Business Development Corporation	✓	✓	✓
ACP John McLean	Jamaica Constabulary Force	Declined to answer		
Ms. Sandra Lattibeaudiere	Jamaica Partners for Peace		✓	✓
Mr. Winston Monroe	Kingston & St. Andrew Action Forum		✓	
Mr. Ansel Lee	Kingston & St. Andrew Action Forum			
Mr. Peter Parchment	Ministry of Justice	✓		
Ms. Audrey Barrett	Ministry of Justice		✓	
Ms. Beverly Little	Ministry of Justice	✓		
Mr. Oswald Bailey	Ministry of Justice	✓		

Mr. Courtney Brown	Ministry of National Security	✓	✓	
Mr. Woodrow Smith	Ministry of National Security		✓	✓
Ms. Dianne McIntosh	Ministry of National Security	✓		
Ms. Sherrian Gray	Ministry of National Security			
Mr. Andy McLean	Planning Institute of Jamaica	✓	✓	
Ms. Andrea Shepherd-Stewart	Planning Institute of Jamaica	✓		
Ms. Delores Wade	Planning Institute of Jamaica			
Ms. Antoinette Richards	Planning Institute of Jamaica	✓		
Mrs. Tisha Ewen-Smith	Social Development Commission	✓	✓	✓
Mrs. Sherine Walker-Francis	Social Development Commission	✓	✓	✓
Ms. Petrice Kameka	Social Development Commission		✓	
Mr. Mark Montgomery	UK Department for International Development	✓		
Mr. Sean Osner	US Agency for International Development		✓	
Mr. Tarik Weekes	Violence Prevention Alliance		✓	✓
Dr. Elizabeth Ward	Violence Prevention Alliance	✓	✓	✓
Ms. Linette Vassell	Women's Resource & Outreach Centre			
Mrs. Alva	Women's			

Marie Graham	Resource & Outreach Centre			
Ms. Dorothy Whyte	Women's Resource & Outreach Centre			
Ms. Christine Senior	Women's Resource & Outreach Centre			
Dr. Joan Neil	Young Americas Business Trust		✓	
Mr. Luke George Cooke	Jones Town Community Development Committee		✓	✓

Annex G: Biographies of evaluation team members

Professor Neville Duncan, Professor Emeritus

Neville Duncan holds the B.Sc. Economics & M.Sc. Government Degrees (University of the West Indies), and Ph.D. from Manchester University, England. He is a retired Professor in Caribbean Policy Studies and a former Director of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), UWI, Jamaica. Professor Duncan has researched and published on Caribbean Government and Politics, political economy, poverty, community empowerment, and non-governmental organizations, and on issues of international relations and development.

He is the author/editor of nine (9) books or monographs, nine (9) reports, 70+ academic and scholarly journal articles, several published other research, and hundreds of papers and manuscripts. He has undertaken considerable scholarly work in governance, poverty and community development and has had important consultancies with IDB, World Bank, OAS, UNDP, UNICEF, ECLAC/CDCC, DFID, ILO, CARICOM, OXFAM, NGOs, among others. Recent evaluation consultations were done for the BVI Government (Social Sector Policy and Implementation Plan); for the Ministry of Water and Housing Jamaica (National Housing Policy and Implementation Plan); and ADR report, Governance Consultant with a team, doing an ADR on UNDP, Jamaica.

He was a member of the National Council of Local Government Reform and functioned as coordinator of research for the Council, acted as Deputy Chair and later as Chairman. His service to the University community has been extensive, having served as chair of major Committees, led the staff trade union, headed the Credit Union, organised many international conferences, and enhanced the reputation of the University through his public service and scholarly activities. He is well-known for his public commentaries on Caribbean Political Economy

Dr. Beverley Morgan

Beverley Morgan has a distinguished academic, entrepreneurial and public service career. With a Masters degree in Hispanic Studies from the University of Liverpool and a Doctor of Management degree from Case Western Reserve University, Beverley was a tenured lecturer at the University of The West Indies before going into private enterprise where she has significant capacity to provide solution-oriented thought leadership, project design and innovative approaches for the MSME sector over the past fifteen years in a wide range of capacities.

As a Vice-President of the Jamaica Exporters' Association, she was responsible for the lobbying and development functions of the Association. In this capacity she was responsible for the design and acquisition of funding which included the following MSME projects: she successfully negotiated US \$ 4.5 million World Bank facility for improving the technological and other capacities of small exporting firms; this original sum was increased to US\$ 8 million, based on its success; United States Agency for International Development US \$ 2.3 million project for Small Enterprise Development; US\$ 1.3 Agricultural Export Services project, working with small farmers to prepare them to become exporters; US\$ 1.5 million Jamaica Cluster Competitiveness Project; US\$ 1.5 million institutionalization of The Competitiveness Company, among others.

As an entrepreneur in her own right, Beverley has provided leadership to the agribusiness sector, particularly in the area of policy design. As President of the Anthurium Growers' Association, she researched and reported on the needs of the sector as an input to policy development for the Ministry of Agriculture. She has been responsible for writing the horticultural policy for the national development policy document. She also chaired the Agribusiness Cluster for the National Industry Policy, the purpose of which was to provide a framework, facilitatory mechanisms, and general support for growth and prosperity, based on international competitiveness, with an emphasis on public-private sector collaboration, while developing a five (5) -year strategic plan for the agribusiness sector.

ICT for Development. As a member of the Inter American Bank's Informatics Initiative, Beverley was responsible for the preparation of the position paper on the role of technology in agribusiness. She was responsible for the collaboration of nineteen member states to achieve consensus which resulted in the development of a policy paper that was adopted by the IDB. As Chairman of the advisory committee to the Minister of Industry, Technology and Commerce on electronic commerce, Beverley was responsible for guiding the development of the policy space that resulted in the design of internationally compliant laws governing electronic commerce.

Human Resource Development. Beverley's technical expertise includes human resource development competencies. When she was a member of the Board of Governors of the Central Bank of Jamaica she was a leading member of the Human Resource Committee of the Bank and was responsible for leading significant policy initiatives for the restructuring of the organization, liaising with international consultants to put in place performance measures and pay-for-performance guidelines. She has consulted with Lucent Technologies at their headquarters in New Jersey, USA, in the areas of strategic capabilities assessment and initiatives to identify potential "high fliers". The work resulted in detailed assessments with both numerical and behavioral feedback, which formed the basis of employee coaching and development programs.

International Trade Regimes. Beverley has considerable technical competence in the framework and application of international trade remedies, under the rules-based World Trade Organisation (WTO) regimes. As a Commissioner of the Antidumping and Subsidies Commission of Jamaica, she has a quasi-judicial role and played a critical role in the establishment of the first independent trade remedies organisation of this kind in the region; as the Chairman of the Commission, she had a further role to guide policy and lead organisational development. The Jamaican Commission has been singled out by the WTO as a model organisation to be emulated by other developing countries.

Cluster Development & Management. Recognised as a Cluster Expert by UNIDO-ILO and with a certificate in managing clusters from the Barcelona Graduate School of Economics, Beverley has been engaged in cluster development and implementation in Jamaica and the Caribbean, both as a hands-on practitioner and as a trainer.

Value Chain Expert. Responsible for designing and implementing Value Chain Development Programmes, in Jamaica; and St. Vincent and the Grenadines, and in collaboration with the SEEP (Small Enterprise Education and Promotion) Network in the US.

Trainer in Proposal Writing. Beverley prepared and delivered training programmes in proposal writing for Caribbean Export Development Agency (CEDA), and the Organisation of Eastern Caribbean States (OECS), funded by the EU and designed to improve the quality of proposals and plans presented for funding.

Mr. Glaister Leslie

Glaister Leslie has experience in public policy research and development, which has provided him the opportunity to investigate, implement and evaluate programs aimed at improving the social and economic welfare of marginalized groups.

A graduate of Wesleyan University in Connecticut, USA, Glaister's liberal arts college experience has trained him in a wide cross-section of disciplines. These include statistics, epidemiology, sociology and anthropology.

Before returning to Jamaica, he worked as a research assistant at the Harvard Youth Violence Prevention Center, and Harvard Injury Control Research Center, at Harvard University. There, he was responsible for obtaining and evaluating data from various surveillance systems, and performing statistical analysis using advanced statistical software packages, such as STATA. Additionally, he coordinated the content development, for website launch in 2009, of the largest database of firearms research done in the last decade, to guide American legislators and policy-makers on firearm policy.

His work in Jamaica has included a comprehensive assessment of gang and armed violence in Kingston for the Small Arms Survey – the leading think-tank on armed violence in the world. The report, published in September 2010, is the culmination of 9 months of research involving numerous

interviews with over 100 local stakeholders in inner-city communities as well as an evaluation of national community security and transformation programmes aimed at crime reduction. The field research involved in such work makes him particularly adept at capturing data from poor – and often volatile – communities.

Additionally, he assisted a consultancy to provide the evidence base for programmes supporting the youth development component of Jamaica's first ever Community Renewal Programme – the most comprehensive community safety programme in the country. This was spearheaded by the Planning Institute of Jamaica after the violence that marred Kingston in June 2010. He was further invited to provide input during the recent scoping mission of six United Nations agencies for the formation of Jamaica's first multi-UN-agency armed violence prevention programme.

At the Competitiveness Company, Glaister is the Monitoring and Evaluation and Results Assessment Officer. There, he is responsible for creating and implementing systems for measuring the performance of each of the company's donor-funded projects using established indicators. As such he is competent in the monitoring and evaluation requirement of various international development partners, including US Agency for International Development, the Inter-American Development Bank and the European Union.

In addition to his work at The Competitiveness Company, he is also a country expert for The Bertelsmann Stiftung, based in Gütersloh, Germany. In that capacity, he is responsible for evaluating Jamaica's management of large-scale political and economic reforms in 2009 and 2010 using 17 criteria provided by the foundation for the Bertelsmann Transformation Index 2012, a global ranking measuring the progress towards democracy and market economy and the quality of governance of countries around the world.

Annex H: List of Abbreviations

Agency for Inner City Renewal	AIR
Armed Violence Prevention Programme	AVPP
Bureau for Crisis Prevention and Response	BCPR
Canadian International Development Agency	CIDA
Citizen Security and Justice Programme	CSJP
Civil Society Organizations	CSOs
Community of Practice	CoP
Community Development Committees	CDC
Community Renewal Programme	CRP
Community Security Initiative	CSI
Crime Prevention and Community Safety	CPCS
Deputy Resident Representative	DRR
Direct Execution	DEX
Dispute Resolution Foundation	DRF
Institute of Criminal Justice & Security	ICJS
Inter-American Development Bank	IDB
International Development Partner	IDP
Kingston and St. Andrew Action Forum	KSAAF
Geographic Information Systems	GIS
Government of Jamaica	GoJ
Jamaica Business Development Corporation	JBDC
Jamaica Constabulary Force	JCF
Jamaica Music Institute	JAMIN
Jamaica Partners for Peace	JPP
Jamaica Violence Prevention, Peace and Sustainable Development Programme	JVPPSDP
Jamaica Social Policy Evaluation	JASPEV
Ministries, Departments and Agencies	MDAs
Ministry of Justice	MoJ
Ministry of National Security	MNS
National Execution	NEX
National Firearms Licencing Authority	NFLA
National Security Strategy Implementation Unit	NSSIU
National Technical Advisors	NTA
Non-Governmental Organization	NGO
People's Action for Community Transformation	PACT
Planning Institute of Jamaica	PIOJ
Project Management Unit	PMU
Rapid Appraisal Technique	RAT

Regional Bureau for Latin America and the Caribbean	RBLAC
Restorative Justice Formulation Team	RJFT
Restorative Justice Unit	RJU
Restorative and Community Justice	RCJ
Social Development Commission	SDC
Terms of Reference	ToR
The Competitiveness Company	TCC
UK Department for International Development	DfID
United Nations Development Programme	UNDP
United Nations Children's Fund	UNICEF
UN Country Team	UNCT
UN Office of Drugs and Crime	UNODC
UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean	UN-LiREC
US Agency for International Development	USAID
University of West Indies	UWI
Violence Prevention Alliance	VPA
Women's Research & Outreach Centre	WROC
World Health Organization	WHO
Young Americas Business Trust	YABT