



# MINISTRY OF NATIONAL SECURITY



## CITIZEN SECURITY & JUSTICE PROGRAMME III

### Transforming lives through Social Intervention



CSJP is powered by:



Canada 



# OVERVIEW OF PRESENTATION



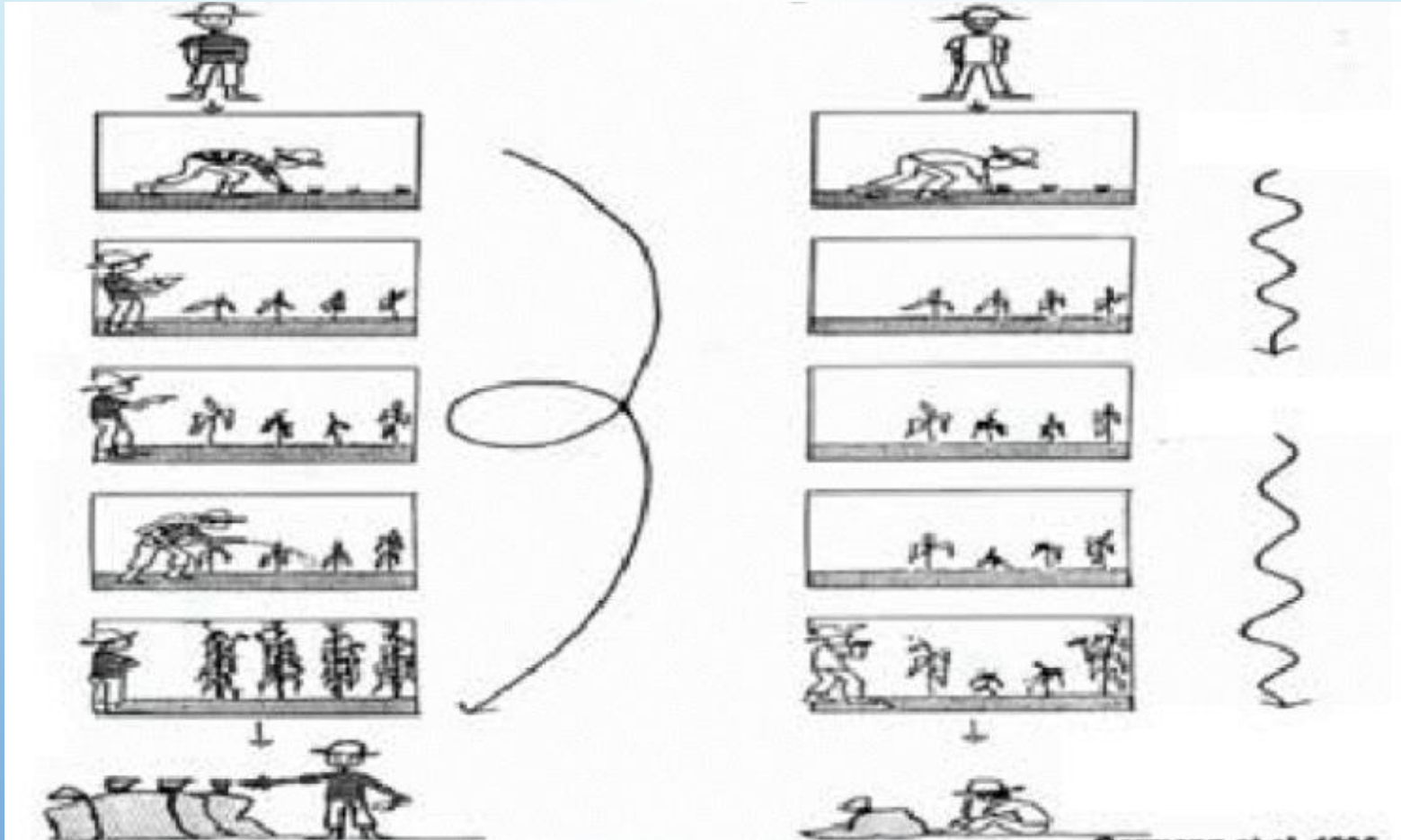
## The Presentation will :

- Provide an overview of CSJP and the state of M&E before CSJP III
- Outline basis for the implementation of a robust M&E system
- Major Achievements of CSJP M&E
- Challenges in implementing M&E
- Conclusion & Recommendations



# WHY M&E IS IMPORTANT

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# STATE OF M&E BEFORE CSJP III

## CSJP I

- Started in 2001 in 9 communities in Kingston and St. Andrew
- No formal M&E systems in place
- Main focus of M&E was to report on achievements and targets.
- No designated staff with direct responsibility for M&E
- Evaluation was limited to a Final Evaluation

## CSJP II

- Started in 2009 in 50 communities across 8 parishes
- Had some of the gaps identified in CSJP I
- CSJP II improved slightly with the introduction of the CSJP community surveys in 2011, 2012 and 2013 and
- One staff with direct responsibility for M&E



# STATE OF M&E BEFORE CSJP III



The previous phases had no robust systems in place:

- To collect and store data on beneficiaries and interventions
- To provide evidence to guide the development and the continuous improvement of programme interventions
- To provide evidence to support decision making in the programme
- To evaluate and assess the impact of programme



# WHY WAS A M&E SYSTEM NEEDED FOR CSJP III

- The Final Evaluation of CSJP II highlighted several challenges and recommendations, key among these were:
- The programme did not have a formal system of selecting the most at risk individuals in targeted communities
- Weak monitoring and evaluation
- Need for an electronic database to capture information and for reporting purposes



# WHY WAS A M&E SYSTEM NEEDED FOR CSJP III



- **M&E was required to support:**
  - The shift to enhanced targeting through Risk Assessment
  - The New Case Management Approach
  - Decision making for a large and complex programme
  - Increased demand for reports and tracking progress
  - Evidence-based intervention – design and implementation
  - Evaluation of the programme –intended outcome and impact



# CSJP III M&E SYSTEMS



- Monitoring and Evaluation Plan was developed outlining all monitoring and evaluation activities
- Monitoring and Evaluation Unit established with adequate staffing and budgetary support
- Web-based Electronic Case Management System.
- Support from Senior Management, Technical Advisory Team and International Development Partners (IDPs)
- Organization culture that supported M&E





# CSJP III M&E ACHIEVEMENTS



## Monitoring

- The Unit has pioneered the transition of the CSJP from a paper-based to an electronic documentation and reporting system
- Trained key CSJP staff including Case Managers, Senior Staff and other relevant personnel in the use of the UpShot Software.
- Several internal audits of the Case Management Process conducted
- Several reports on clients' profile and risk assessment to guide the case management process and programme interventions conducted
- Internal pre-post test and satisfaction survey on intervention



# CSJP III M&E ACHIEVEMENTS



## Evaluation -

- CSJP Community Surveys conducted 2015 and 2017
- Mid-term and Process Evaluation conducted 2018
- Outcome Evaluation of Violence Interruption Programme conducted to guide PMI on improving the implementation of their programme in 2018
- Social Norms Study conducted to guide Social Marketing campaigns 2019

## **In Progress**

Two impact evaluations (with treatment and control groups):

- Parenting Programme
- Vocational Skills Training





# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



## Risk assessment and case management

- Several analyses on clients' profile and risk assessment data conducted. The findings show:
- **40% of clients risk assessed had a substance misuse issue. This led to a partnership with the NCDA**
- **Substance misuse – 30.1% made a positive change, 11.8% negative change and 58.1% made no change**
- Anger management – 42.9% improved, 7.9% regressed and 49.2% showed no movement
- Protective factors – 33.4% showed improvement and 11.6% reduced
- 40.4% of clients showed improvement in their overall risk level (13.2% were now low and 57.6% medium)



# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



## Risk assessment and case management

- The findings from the Risk Assessment Analysis also highlighted that:
- Clients that were at the highest risk level showed greater improvements after re-assessment
  - Policy implication – recommend targeting predominantly high risk individuals
- Interventions should focus on building protective factors
- Community-wide interventions are critical to support individual behavior change



# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



## Vocational Skills Training

- Preliminary findings show 50% of clients felt hopeless prior to CSJP engagement
- 30% of clients dropped out of the programme
- A predictive data analysis revealed that clients below age 25 with strong pro-criminal associations were 80% more likely to drop out of training
- Implementation of several pro-social interventions for clients
- Training of Case Managers in motivational interviewing
- Psycho-social support was “ramped up”
- Lead to marked improvements in attendance and completion rates



# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



## Parenting

- Prior to CSJP III, the programme was delivering various parenting initiatives using workshops as the main mode of delivery. This created several challenges and affected the impact of the Programme:
- Parents had issues attending workshops
- Financial challenges for transportation
- Child care issues (no one to keep child/children while parent attended workshop)



# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



- In 2008, a new parenting model was developed and piloted in Montego Bay, St. James.
- A home-based initiative was launched where parent trainers were used to do home visits to train targeted parents using a structured curriculum.
- Initial data from a pre and post test showed that there were significant benefits of the model and the parents showed marked improvements in their knowledge and parenting practices.
- The model was subsequently adopted by the National Parenting Support Commission (NPSC) and in 2017 the CSJP scaled up the programme by implementing it in all 3 regions



# HOW M&E HAS GUIDED STRATEGIC DECISION MAKING IN CSJP III



- The impact evaluation of the Parenting programme is in progress.

## **Preliminary results show:**

- Improvement in parent/child relationships
- Child feels more connected to parents
- Positive changes in parenting practices

## **However;**

- The stress levels of parents increased
- Parents reported increased financial challenges stemming from the shift in their new parenting practices





# CHALLENGES IN IMPLEMENTING M&E IN CSJP III



- The M&E Unit was seen as the "police" of the organization, which was met with some resistance.
- Staff buy-in to the processes was initially minimal as they did not readily make the connection between their work and the M&E processes
- Non-compliance with established M&E protocols
  - Supervisors not enforcing M&E protocols
- M&E processes seemed daunting
  - Introduction of new data capture requirements
  - A more accountable framework for implementing case management and interventions



# CHALLENGES IN IMPLEMENTING M&E IN CSJP III



- Procurement
  - Delays affected programme implementation
- Ethical consideration:
  - Impact evaluation (VST control group not being treated, Parent Impact evaluation design excluded parents with children under 6 years old)
  - Incentivizing participants for impact evaluation (both treatment and control group)



# CONCLUSION & RECOMMENDATION

- A robust monitoring and evaluation system has proven to be vital for:
- Tracking progress or reporting on the programme's achievements
- Decision making, continuous improvement to interventions and services to treat clients
- The effective implementation of the programme



HE IS MONITORING  
IT'S THE LATEST FASHION





# CONCLUSION & RECOMMENDATION

- It is important to ensure that M&E unit is established with motivated, technical and competent staff.
- Senior executive sponsorship/ support
- M&E Plan
- Budget
- The organisation culture supportive of M&E implementation
- M&E Champion/Evangelist
- When designing evaluations, especially impact evaluations, the evaluation should fit the intervention rather than the intervention fitting the evaluation.



**THANK YOU**