COMMUNITY RENEWAL PROGRAMME
Monitoring & Evaluation Framework

FWC BENEFICIARIES 2013 - LOT 9: Culture, Employment and Social Monitoring and Evaluation Specialist
EuropeAid/132633/C/SER/multi

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ACRONYMS AND ABBREVIATIONS

ABCD	Achieving Better Community Development
APR	Annual Progress Report
CDA	Child Development Agency
CDC	Community Development Committee
CISOCA	Centre for Investigation of Sexual Offenses and Child Abuse
CRP	Community Renewal Programme
CRP SIP	Community Renewal Programme Strategic Implementation Plan
CSOs	Civil Society Organizations
CXC	Caribbean Examination Council
DAC	Development Assistance Committee
DFATD	Department of Foreign Affairs Trade and Development
DFID	Department for International Development
DRF	Dispute Resolution Foundation
EUD	European Union Delegation
FAMPLAN	Family Planning Association of Jamaica
GOJ	Government of Jamaica
HEART Trust/NTA	Human Employment and Resource Training Trust/National Training Agency
IT	Information Technology
IDPs	International Development Partners
IMF	International Monetary Fund
JCF	Jamaica Constabulary Force
JCO	Jamaica Crime Observatory
JFLL	Jamaica Foundation for Lifelong Learning
JPSCo	Jamaica Public Service Company Limited
JSIF	Jamaica Social Investment Fund
KAB	Knowledge and Behaviour
KAPB	Knowledge, Attitudes, Beliefs and Practices
KSAC	Kingston and St. Andrew Corporation
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MLGCD	Ministry of Local Government and Community Development
MLSS	Ministry of Labour and Social Security
MNS	Ministry of National Security
MOE	Ministry of Education
MOFP	Ministry of Finance and Planning
MOH	Ministry of Health
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTF	Medium Term Socio-Economic Policy Framework
MTWH	Ministry of Transport, Works and Housing

MYC	Ministry of Youth and Culture
NAPDEC	National Association of Parish Development Committees
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NHT	National Housing Trust
NPC	New Communities Programme
NWC	National Water Commission
OAS	Organisation of American States
OCA	Office of the Children's Advocate
OCR	Office of the Children's Registry
OECD	Organization of Economic Co-operation and Development
ODPEM	Office of Disaster Preparedness and Emergency Management
PDC	Parish Development Committee
PIOJ	Planning Institute of Jamaica
PMF	Performance Management Framework
PRP	Poverty Reduction Programme
RGD	Registrar General's Department
SDC	Social Development Commission
STATIN	Statistical Institute of Jamaica
TSC	Technical Steering Committee
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UWI	University of the West Indies
VPA	Voluntary Partnership Agreement

EXECUTIVE SUMMARY

The Community Renewal Programme (CRP) was developed in 2012 through a collaborative, bi-partisan and multi-stakeholder approach as a multi-level, integrated intervention targeting selected communities across five (5) of the most crime affected parishes (Kingston, St. Andrew, St. Catherine, Clarendon and St. James) in Jamaica. Its focus is to transform communities by reasserting the role of the state; harmonising existing social intervention programmes to address key drivers of vulnerability and volatility in these communities; mainstreaming these communities into national development; and providing access to the opportunities and services not available to them but enjoyed by other communities.

The CRP is a platform for coordinating and enhancing the delivery of services and improving facilities in the 100 most volatile and vulnerable communities in the five targeted parishes over a 10-year period (2012-2022). The programme utilises empirical data to: determine necessary interventions, promote social inclusion, identify best practice initiatives that can be scaled up for greater impact, enhance legitimate and participatory governance, and reduce crime and violence.

The CRP M&E Framework is being developed to ensure that the Community Renewal Programme and in particular, its Secretariat, is fully equipped to systematically generate, capture, utilise and disseminate knowledge as a way to strengthen the impact and effectiveness of its programmes. Overall, the CRP M&E Framework is designed to measure progress made towards the attainment of CRP's goal and related outcomes, and will guide data collection, analysis, reporting, use and feedback on community development and transformation.

The CRP M&E Framework will help stakeholders to *inter alia*:
- Assess and inform policy
- Inform planning
- Measure Effectiveness & Impact
- Ensure accountability
- Communicate community change/transformation

The CRP Monitoring and Evaluation Framework aims to provide an integrated, encompassing framework of M&E principles, practices and standards to be used by key stakeholders in the public and private sectors who are involved with or relevant to meeting the community renewal objectives. The M&E system also functions as a second tier national level information system which draws from sectoral and local community level information systems to deliver useful M&E products for its users. The system links into the national planning, monitoring and evaluation framework.

The M&E Framework presented in this document adopts a logical approach of output, outcome and impact indicators to ensure ongoing monitoring and evaluation of the goal, objectives and strategic elements of the CRP. This will allow for the monitoring of progress towards community renewal using a set of agreed core indicators, with supporting non-core indicators for future monitoring. It is anticipated that if adequately utilised, the M&E system will provide the single most comprehensive source of information on progress relating to community renewal in Jamaica.

The CRP M&E Framework operates within the following important principles:

- Adherence to Results Based Management approaches in keeping with Vision 2030 Jamaica.
- Participatory approach. The inputs and feedback from partners is essential to the continuing relevance and usefulness of the M&E framework.
- A balanced emphasis on learning processes and accountability.
- Capacity to learn and adapt.
- Practical and cost-effective processes.
- Utilization-focused approach with end-users in mind.

The CRP M&E Framework comprises two distinct levels which includes both programmatic results and operational results combined to measure, monitor and report on the relationship between the implementation of programmes and projects under the various components and the CRP Secretariat's administrative and coordinating effectiveness and efficiency.

Level 1 comprises a complete development results chain including impact, outcome and output levels whilst **Level 2** captures the change resulting directly from the achievement of CRP Secretariat's purpose and strategic objectives.

The CRP M&E Framework will help to inform decision-making for CRP communities, relevant partners, policymakers and the public. The expected main users of the M&E Framework are the CRP Secretariat and its partners who are implementing interventions in support of community transformation in the 100 targeted communities.

The Performance Measurement Framework (PMF) will be the main tool to guide overall monitoring of the CRP. This tool ensures that performance information is collected for all expected results regularly and on time.

Following the extensive review of documents from selected public sector entities, the IDPs as well as research of international best practices on community level indicators, over 90 qualitative and quantitative indicators were identified to measure results under the six components of the CRP as well as at the operational management level. Numerous data sources have been identified for these indicators. Additionally, an institutional framework has been proposed which outlines some specific roles and responsibilities for CRP partners.

There are several issues to be considered as part of moving forward with the further development, operationalization and sustainability of the CRP M&E Framework. These include baseline data collection and target setting; establishing of the accountability structures; continued sensitization of stakeholders about the framework and strengthening capacity; and leverage of IDP technical and financial resources to advance community transformation.

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1. INTRODUCTION AND BACKGROUND

The Community Renewal Programme (CRP) Strategic Implementation Plan (SIP) 2015-2018 provides a framework for collective and coordinated action of CRP Secretariat and its partners, around a shared goal and objectives. As a driver of community development and transformation in 100 vulnerable communities, the Plan emphasised the importance of monitoring and evaluation. The CRP SIP 2015-2018 states the following:

> *"It will be necessary to keep track of the degree of progress being made towards the achievement of the CRP development results and its strategic objectives. An ongoing process of monitoring and evaluation (M&E) will be needed to improve delivery processes, document results, inform policymakers about the relevance, effectiveness, efficiency of the CRP, and to mobilise political support for sustainability and expansion of the programs that comprise the strategy."*

This document is the draft Monitoring and Evaluation (M&E) Framework for the Community Renewal Programme (CRP). This framework was designed to assess the extent of progress made towards the implementation of SIP 2015-2018 and importantly the transformation of the 100 communities to secure, cohesive and just communities with healthy environments.

Part I of the document is an introduction to the CRP and its strategic elements. Part II presents the Monitoring and Evaluation Framework which delves into the details of the monitoring and reporting framework developed for the CRP. More specifically, Part II presents the monitoring and reporting framework's principles, components and logic. This section also presents the draft Evaluation Plan for the CRP. Part III presents the proposed institutional arrangements to guide the various processes and activities to be undertaken highlighting the roles and responsibilities of key stakeholders. Part IV outlines the processes to implement and operationalize the CRP Monitoring and Reporting framework.

1.1. Mandate & Process for Development of the CRP M&E Framework

In May 2015, the Government of Jamaica (GOJ) with support from the European Union Delegation (EUD) in Jamaica undertook a consultancy to finalise a strategic implementation plan for the Community Renewal Programme and to develop an appropriate mechanism to measure progress made towards the attainment of CRP's goal and related outcomes. The Terms of Reference for the consultancy are provided in Annex 1.

The approach to the development of the CRP M&E Framework was iterative and guided by the engagement and participation of stakeholders throughout the process. The extensive consultation included a large number of stakeholder interviews; workshops and meetings with the CRP Secretariat where various components of the M&E Framework were discussed; and finally presentations and discussions on the entire M&E Framework with senior officials of the Planning Institute of Jamaica (PIOJ), the CRP Advisory Board and external partners. A list of persons met is provided in Annex 2.

1.2. The Community Renewal Programme (CRP)

The transformation of Jamaica's most volatile and vulnerable communities from enclaves of deprivation, hopelessness and criminality, into places that are fully inclusive and participatory in the social and economic life of the country, and valued by residents and society at large, is a cornerstone of Vision 2030 Jamaica and the strategy for the recovery, growth and development of the Jamaican economy. It is this clear need for an integrated programme of social and economic inclusion, designed for democratic empowerment of targeted underserved communities throughout the country that gave rise to the Community Renewal Programme

(CRP).

The Community Renewal Programme (CRP) was developed in 2012 through a collaborative, bi-partisan and multi-stakeholder approach as a multi-level, integrated intervention targeting selected communities across the five (5) most crime affected parishes (Kingston, St. Andrew, St. Catherine, Clarendon and St. James) in Jamaica. Its focus is essentially to transform communities by reasserting the role of the state; harmonising existing social intervention programmes to address the various ills that have beset these communities for decades; mainstreaming these communities into national development; and providing access to the opportunities and services not available to them but enjoyed by other communities.

The CRP provides a platform for coordinating and enhancing the delivery of services and improving facilities in the 100 most volatile and vulnerable communities in these five targeted parishes over a 10-year period (2012-2022). The programme utilises empirical data to: determine necessary interventions, promote social inclusion, identify best practice initiatives that can be scaled up for greater impact, enhance legitimate and participatory governance, and reduce crime and violence. In keeping with tis evidenced-based approach, it is important to note that the 100 communities were selected based upon vulnerability and volatility criteria.

Table 1: Community Selection Criteria

Volatility Criteria	Vulnerability Criteria
1. Murders and shootings 2. Violence-related injuries 3. Presence of gang	1. Child Abuse 2. Teenage Pregnancy 3. Accessibility of communities for policing 4. Child Literacy 5. Ex-convicts 6. Poverty 7. Squatter settlements

See Annex 3 for an explanation of the Community Selection Process. A list of the 100 selected communities is provided in Annex 4.

As a framework to promote harmonised and holistic approach to community transformation, the Programme also helps to mobilise new resources for priority communities to expand the scope of interventions. The CRP largely relies on existing implementing entities and individuals to achieve the desired results in the targeted communities. Through the use of effective national and local coordination mechanisms, the CRP is helping to strengthen governance and ensure that the sum of the wide range of partners' actions is greater than their parts.

The CRP differs from other community level programmes in three primary ways:
1. The CRP focusses on the coordination of interventions of implementing agencies rather than being itself an implementing agency.
2. The CRP takes a targeted approach to interventions focussing on critical areas of intervention that will have positive impact on the character and sustainability of communities that are characterised as volatile or vulnerable.
3. The CRP encourages multiple interventions in common spaces that target critical areas of weakness in communities in such a manner as to positively influence the character of communities. The aim is to change the characterisation of these communities from volatile and vulnerable spaces into

"mainstream" communities with low levels of negative attributes.

1.2.1. CRP Goal and Strategic Objectives

The goal of the CRP is "Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments."

To ensure the efficient and effective implementation of the CRP by the various implementing agencies, the Secretariat carries out its coordinating mandate and seeks to achieve the following six strategic objectives:

- **Build partnerships among state and non-state entities –** This involves engagement in partnership agreements (MOUs etc.) with key stakeholders in the renewal process, sensitisation meetings with partners and community consultations.
- **Coordinate and harmonise among development partners, state and non-state entities and institutions –** This entails data mining (community profiles, housing surveys, baseline statistics, agency projects/ initiatives etc.), development of databases and coordinating matrices that are shared among partners as well as the organisation of coordinating and thematic working groups that will assist in providing oversight in the implementation of activities to be implemented by supporting partners.
- **Mobilise resources –** This entails the identification of funding support for partners who wish to implement projects that are essential to the developmental needs of target communities but are short of the resources required to implement these projects.
- **Design and support interventions –** This is intended to bring to the fore best practices that are supportive of the objectives of the CRP and which may be employed by implementing partners to advance the transformation of the target communities. It is also intended to identify specific interventions under the six pillars that may be needed to close gaps in implementation and to support the prioritisation of critical interventions.
- M**onitor and Evaluate –** This is intended to allow the Secretariat to measure the expected results (outputs, outcomes and impacts) of interventions of partners at the levels of the community, the CRP programme effectiveness and efficiency, and the possible contribution to Vision 2030 Jamaica National Development Plan to which the CRP is aligned.
- **Research and analyse** – Development of a programme of ongoing research that will support the decisions of the CRP and its partners with respect to the development and implementation of interventions in target communities.

1.2.2. CRP Components

The CRP is being implemented around six strategic components. As one of the intended mechanisms for implementing the Vision 2030 Jamaica at the community level, the CRP's six components are all aligned with the National Goals and Outcomes. These six strategic components are:

1. Governance: *Democratic leadership and decision making processes*
2. Social Transformation: *Cohesion; shared, positive values and attitudes*
3. Safety and Justice: *A safe environment with mechanisms to ensure justice*
4. Physical Transformation: *Improvements to the built and natural environments*
5. Socio- Economic Development: *Economic Prosperity*
6. Children and Youth Development: *Inclusion of youth in all developmental processes*

Figure 1: CRP Six Components
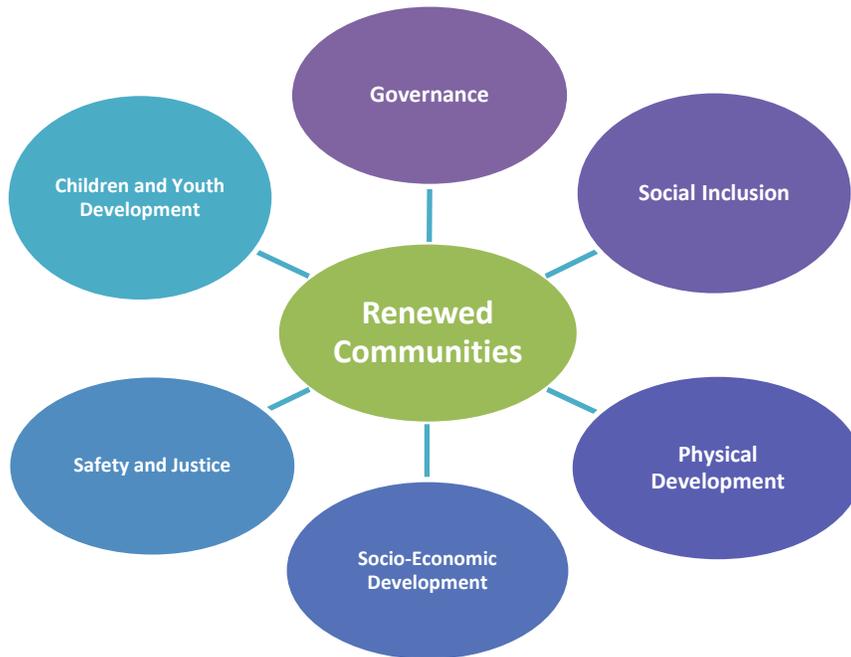
The six CRP Components provide the framework under which partners will focus and measure their interventions. Supported by an effective and efficient CRP, the combined effect of these components is expected to lead to a reduction in violent crime, an improvement in the quality of life of residents of volatile and vulnerable communities and ultimately transformed communities.

Table 2: Mapping of Vision 2030 Jamaica National Goals and Outcomes with the CRP Components

Vision 2030 Jamaica Goal/ Outcome	CRP Component
Goal 1: Jamaicans are empowered to achieve their fullest potential ▪ **Outcome 1.** A Healthy and Stable Population ▪ **Outcome 3.** Effective Social Protection ▪ **Outcome 4**. Authentic and Transformational culture	**Social Transformation**
Goal 1: Jamaicans are empowered to achieve their fullest potential and ▪ **Outcome 2.** World-Class Education and Training **Goal 3:** Jamaica's economy is prosperous ▪ **Outcome 12.** Internationally Competitive Industry Structures ▪ **Outcome 10.** Energy Security and Efficiency	**Socio-economic Development**
Goal 2: The Jamaican Society is secure cohesive and just ▪ **Outcome 5.** Security and Safety ▪ **Outcome 6:** Effective Governance	**Safety and Justice**
Goals 1 - 4 ▪ **Outcomes 1-6 and 10 - 12**	**Youth Development**
Goal 2: The Jamaican society is secure, cohesive and just ▪ **Outcome 6.** Effective Governance	**Governance**

Goal 4: Jamaica has a healthy natural environment ▪ **Outcome 13**. Sustainable Management and Use of Environmental and Natural Resources ▪ **Outcome 14.** Hazard Risk Reduction and Adaptation to Climate Change ▪ **Outcome 15.** Sustainable Urban and Rural Development	**Physical Transformation**

1.2.3. CRP's Theory of Change

The CRP SIP 2015-2018 highlighted the importance of understanding community development and how it leads to changes in people's lives and transform communities as a whole. Too often community development is evaluated in terms of the outputs produced such as the number of persons trained. Similar to Vision 2030 Jamaica, the CRP uses a results based management approach with a focus on outcomes.

The Theory of Change envisioned by the CRP is as follows: The CRP is a holistic framework that aims to strengthen legitimate and participatory governance, promote the development of children and youth, increase safety and justice, improve socio-economic development, enhance social transformation and enable physical transformation using an evidence-driven platform. This platform will enable, facilitate, and build capacity for these communities to address their own needs as well as serve to promote strategic partnerships and the coordination and enhancement of the delivery of services under the six interlocking components to vulnerable and volatile communities. More effective national and local coordination mechanisms are then expected to catalyse collective actions to bolster stronger governance and maximise the impact of existing programmes aimed at reducing crime and violence and promoting community development or renewal. Ultimately, the actions under the CRP framework is expected to empower citizens to live full and satisfied lives in secure, cohesive and just communities with healthy environments and in fulfilment of the Vision 2030 Jamaica's National Goals and Outcomes

The CRP's Theory of Change or logic model is outlined to illustrate the interplay among results at different levels and the kinds of risks and assumptions that influence the conversion of resources to results. There is recognition that Logic Models and Theories of Change are unable to include all elements described above or to capture the full complexity of the CRP.

Figure 2: CRP Theory of Change

	Vision 2030 Jamaica			
	National Goal 1: *Jamaicans are empowered to achieve their fullest potential*	**National Goal 2:** *The Jamaican society is secure, cohesive and just*	**National Goal 3:** *Jamaica's economy is prosperous*	**National Goal 4:** *Jamaica has a healthy natural environment*

CRP GOAL: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments

ULTIMATE OUTCOME

RENEWED COMMUNITIES

INTERMEDIATE OUTCOMES

Component 1: Governance	**Component 2: Social Transformation**	**Component 3: Safety and Justice**	**Component 4: Physical Transformation**	**Component 5: Socio-Economic Development**	**Component 6: Children and Youth Development**
Result 1.1: Communities are capacitated and participating in democratic processes	**Result 2.1:** Improved social inclusion and cohesion **Result 2.2:** Reduced vulnerability	**Result 3.1:** Increased safety and justice within communities	**Result 4.1:** Improved quality of the natural and built environment	**Result 5.1:** Economic self-sufficiency among community members	**Result 6.1:** Holistic development of children and youth ensured/achieved

IMMEDIATE OUTCOMES

Result 1.1.1: Strengthened legitimate and participatory local governance structures and the relationship between them in CRP communities **Result 1.1.2:** Increased transparency and accountability in governance **Result 1.1.3:** Strengthened community and parish development planning	**Result 2.1.1:** Improved social skills among target populations **Result 2.1.2** Reduced inter and intra community conflict **Result 2.1.3** Improved quality of service to target population **Result 2.2.1:** Improved health practices **Result 2.2.2:** Increased parenting skills and practices **Result 2.2.3:** Reduced intra familial conflict /abuse/violence	**Result 3.1.1:** Effective community-based policing supported **Result 3.1.2:** Increased utilization of evidence-based approaches to crime and victimization **Result 3.1.3:** Increased school safety **Result 3.1.4:** Increased access to justice services at the community level	**Result 4.1.1:** Improved access to quality housing **Result 4.1.2:** Reduced informal settlements in CRP communities **Result 4.1.3:** Support the enhancement of connective infrastructure **Result 4.1.4:** Improved water and sanitation **Result 4.1.5:** Healthy public spaces within communities **Result 4.1.6:** Increased resilience of households and communities to respond to natural and manmade hazards and climate change	**Result 5.1.1:** Improved employability **Result 5.1.2:** Increased employment opportunities **Result 5.1.3:** Entrepreneurship promoted	**Result 6.1.1:** Reduced youth involvement in crime **Result 6.1.2:** Increased participation of youth in legitimate governance frameworks and positive development initiatives **Result 6.1.3:** Increased support for vulnerable children and youth **Result 6.1.4:** Improved sexual and reproductive health and general health practices among youth **Result 6.1.5:** Increased employability and access to employment opportunities for youth in CRP communities

OUTPUTS

Results 1.1.1a – 1.1.3a: Projects/programmes implemented to support the achievement of CRP Governance Component	**Results 2.1.1a –2.1.3a; 2.2.2a – 2.2.3a:** Projects/programmes implemented to support the achievement of CRP Social Transformation Component	**Results 3.1.1a – 3.1.4a:** Projects/programmes implemented to support the achievement of CRP Safety and Justice Component	**Results 4.1.1a – 4.1.6a:** Projects/programmes implemented to support the achievement of CRP Physical Transformation Component	**Results 5.1.1a - 5.1.3a:** Projects/programmes implemented to support the achievement of CRP Socio-Economic Development Component	**Results 6.1.1a - 6.1.5a** Projects/programmes implemented to support the achievement of CRP Children and Youth Development Component

ACTIVITIES — Strategic Priorities/Actions from CRP SIP 2015-2018

INPUTS

ASSUMPTIONS

ENABLING CONTEXT
Strategic Objectives (SO) - CRP Secretariat
SO1: Build partnerships among state and non-state entities - engagement in partnership agreements (MOUs etc.) with key stakeholders in the renewal process
SO2: Coordinate and harmonise efforts among development partners, state and non-state entities and institutions – data mining, development of databases, coordinating matrices and thematic working groups; inter-agency groups/committees
SO3: Mobilise resources – identification of funds and funding sources to support key initiatives
SO4: Design and support interventions – identification of best practices, prioritisation of catalytic interventions, and development of pilot activities under the pillars to address critical needs in communities
SO5: Monitor and evaluate – development of comprehensive and rigorous results-based monitoring and evaluation framework for holistic community development and renewal in Jamaica
SO6: Research and analyse – Development of a programme of ongoing research that will support the decisions of the CRP and its partners with respect to the development and implementation of interventions in target communities.

Barr and Hashagen (2000) Achieving Better Community Development (ABCD) Model provides the conceptual underpinning for the CRP as can be seen in the above Theory of Change. The ABCD Model, which bears similarity to the RBM approach, is based on the following:

- The cycle of change
- The pyramid of outcomes
- The steps to implementation

Like the CRP, the ABCD approach seeks to confront disadvantage, poverty and exclusion, and promote values of active citizenship, learning, and community participation. Another similarity is that the ABCD approach posits that "evaluation is central to effective performance, and that in community development activities, it should be conducted with communities themselves. In this way, a shared view about what change needs to take place and how that will occur can be developed."[1] See Annex 5 for a representation of the ABCD Model.

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[1] Source: Online version of Proving and Improving: a quality and impact toolkit for charities, voluntary organisations and social enterprise, downloaded at http://www.proveandimprove.org/tools/ABCD.php, January 2016.

2. CRP MONITORING AND EVALUATION FRAMEWORK

Monitoring and evaluation are essential programme management tools, which enable stakeholders to understand the effectiveness of programmes, how well they are working and identify the gaps that need to be addressed. In the case of the CRP, one of the most important reasons to design and implement a robust and integrated monitoring and evaluation framework is linked to the goal of the CRP itself. The CRP is unique in that it seeks the replication and scaling-up of models of successful, innovative programmes and policies at the local and community levels. This is in order to progress towards individual and community transformation and ultimately, the achievement of Vision 2030 Jamaica strategic goals and outcomes. Alongside this (replication and scaling up), research is critical to confirm that particular methodologies and approaches are effective in community development and transformation. Of particular importance is the identification of approaches that show the possibilities of achieving noticeable progress or results over relatively short time spans of three to five years, given that community transformation takes upwards of seven years.

This section outlines the Monitoring and Evaluation (M&E) Framework for the Community Renewal Programme (CRP). The CRP Strategic Plan 2015-2018 highlighted the development of comprehensive and rigorous results-based monitoring and evaluation framework for holistic community development and renewal in Jamaica. It provided further guidance when it posited that "Empirical data is central to the CRP to determine necessary interventions, promote social inclusion, and identify best practice initiatives that can be scaled up for greater impact, enhance legitimate and participatory governance, and reduce crime and violence."

2.1. What is the CRP M&E Framework and Who Will Use it?

The CRP M&E Framework is to ensure that the Community Renewal Programme and in particular, its Secretariat, is fully equipped to systematically generate, capture, utilise and disseminate knowledge as a way to strengthen the impact and effectiveness of its programmes. Overall, the CRP M&E Framework is designed to measure progress made towards the attainment of CRP's goal and related outcomes, and will guide data collection, analysis, reporting, use and feedback on community development and transformation.

The CRP M&E Framework will help stakeholders to:

- **Assess and Inform Policy:** CRP and its partners will be better able to evaluate success of policies of Vision 2030 Jamaica/ Medium Term Socio-Economic Policy Framework (MTF), local governance reform, social protection and poverty reduction, Growth Inducement Strategy, economic reform agenda of the International Monetary Fund (IMF) at the community level and inform future policies

- **Inform Planning:** Use of evidence based data to inform programme decisions; create an enabling environment for investment friendly communities thereby reducing dependence on the state and offsetting the cost of crime, violence and social exclusion and ultimately supporting Jamaica's economic growth trajectory.

- **Measure Effectiveness & Impact and Ensure Accountability:** The CRP and its partners will be better able to evaluate the results achieved and the impact of interventions supported across CRP communities to account for funding and inform programme planning.

- **Communicate community change/transformation:** CRP and its constituents will have more information to inform the general public and specific stakeholders about risks and opportunities, and possible roles in community development responses.

The CRP Monitoring and Evaluation Framework aims to provide an integrated, encompassing framework of M&E principles, practices and standards to be used by key stakeholders in the public and private sectors who are involved with or relevant to meeting the community renewal objectives. The M&E system functions as a second tier national level information system which draws from sectoral and local community level information systems to deliver useful M&E products for its users. The system links into the national planning, monitoring and evaluation framework.

The M&E Framework adopts a logical approach of output, outcome and impact indicators to ensure ongoing monitoring and evaluation of the goal, objectives and strategic elements of the CRP. The M&E system is therefore expected to monitor the progress towards community renewal through the implementation of the CRP's strategic plan, using a set of agreed core indicators, with supporting non-core indicators for future monitoring. Ultimately, the CRP M&E system is expected to provide the single most comprehensive source of information on progress relating to community renewal in Jamaica.

The CRP M&E Framework will help to inform decision-making for CRP communities, relevant partners, policymakers and the public. The range of users for the M&E is depicted in the figure below. The main users of the M&E Framework will be the CRP Secretariat and its partners who are implementing interventions in support of community transformation in the 100 targeted communities.

Figure 3: Users of the CRP M&E System
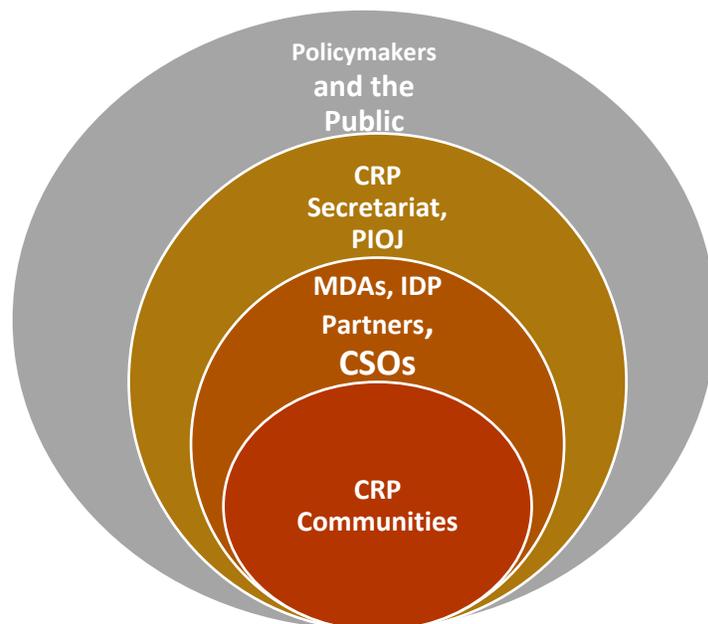
2.2.   Guiding Principles

The CRP M&E Framework operates within the following important principles:

- Adherence to Results Based Management approaches in keeping with Vision 2030 Jamaica.
- Participatory approach. The inputs and feedback from partners is essential to the continuing relevance and usefulness of the M&E framework.
- A balanced emphasis on learning processes and accountability. M&E activities should be focused on results in order to improve programme impact while also building learning processes.
- Capacity to learn and adapt. Learning from empirical evidence of past performance is critical for community transformation. Efforts to focus on best practices, create institutionalized learning events, provide group learning opportunities, and to support information-sharing and communication structures are important ways of fostering a results based learning culture.
- Practical and cost-effective processes. M&E practices will maximize the use of local and national skills and resources.
- Utilization-focused approach which is designed with end-users in mind, focusing on practical processes which will minimize data collection burdens and promote simplicity and systematization of frameworks

## 2.3.   Structure of the CRP M&E Framework

The CRP M&E Framework was designed to be as simple as possible, whilst capturing the multi-faceted nature of the CRP. The Framework was also built on existing M&E frameworks of MDAs and IDPs. As shown in the CRP Logic Model/Theory of Change, M&E for the CRP is a wide-ranging endeavour. The

CRP M&E comprises two distinct levels and is to be regarded as an integrated framework which includes both programmatic results and operational results combined to measure, monitor and report on the relationship between the implementation of programmes and projects under the various components and the CRP Secretariat's administrative and coordinating effectiveness and efficiency.

Level 1 comprises a complete development results chain results chain including impact, outcome and output levels whilst Level 2 captures the change resulting directly from the achievement of CRP Secretariat's purpose and strategic objectives. See Section 1.2.3 for the CRP's Theory of Change.

2.3.1. Level 1: Programmatic Results

The Impact or Ultimate Outcome Level "Renewed Communities" is linked to the 4 National Goals of Vision 2030 Jamaica both visually as well as through relevant indicators.
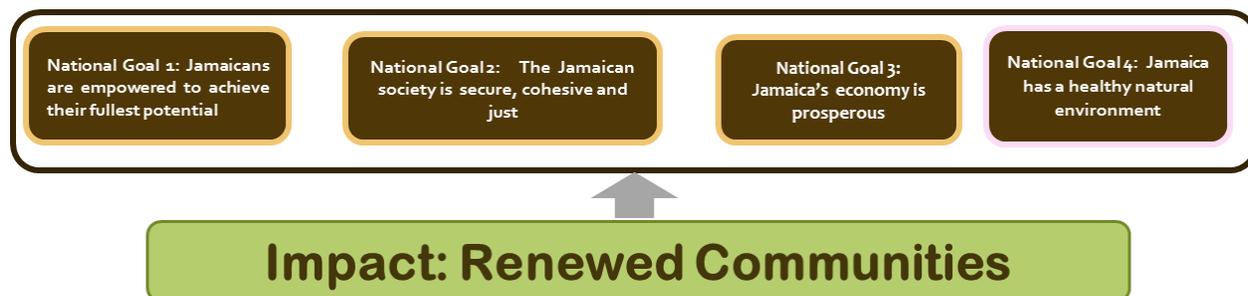
At this level, what is to be measured is expected change along the "renewal continuum" of targeted communities.

Indicator: Ranking/Position on Community Development Index

The Intermediate Outcome level is split into six areas in keeping with the Strategic Components of the CRP. Intermediate outcomes demonstrate a change that logically occurs when 1 or more immediate outcomes have been achieved. Usually this is a change of behaviour or practice among beneficiaries.

The CRP Theory of Change expects that the impact level will be achieved through the following 7 intermediate outcomes:
- Result 1.1: Communities are capacitated and participating in democratic processes
- Result 2.1: Improved social inclusion and cohesion
- Result 2.2: Reduced vulnerability
- Result 3.1: Increased safety and justice within communities
- Result 4.1: Improved quality of the natural and built environment
- Result 5.1: Economic self-sufficiency among community members
- Result 6.1: Holistic development of children and youth ensured/achieved

Immediate outcomes demonstrate a change in skills, knowledge awareness or ability among beneficiaries. There are 24 immediate outcomes, contributing to the intermediate outcomes. These immediate outcomes are:

- Result 1.1.1: Strengthened legitimate and participatory local governance structures and the relationship between them in CRP communities
- Result 1.1.2: Increased transparency and accountability in governance
- Result 1.1.3: Strengthened community and parish development planning
- Result 2.1.1: Improved social skills among target populations
- Result 2.1.2 Reduced inter and intra community conflict
- Result 2.1.3 Improved quality of service to target population
- Result 2.2.1: Improved health practices
- Result 2.2.2: Increased parenting skills and practices
- Result 2.2.3: Reduced intra familial conflict /abuse/violence
- Result 3.1.1: Effective community-based policing supported
- Result 3.1.2: Increased utilization of evidence-based approaches to crime and victimization
- Result 3.1.3: Increased school safety
- Result 3.1.4: Increased access to justice services at the community level
- Result 4.1.1: Improved access to quality housing
- Result 4.1.2: Reduced informal settlements in CRP communities
- Result 4.1.3: Support the enhancement of connective infrastructure
- Result 4.1.4: Improved water and sanitation
- Result 4.1.5: Healthy public spaces within communities
- Result 4.1.6: Increased resilience of households and communities to respond to natural and manmade hazards and climate change
- Result 5.1.1: Improved employability
- Result 5.1.2: Increased employment opportunities
- Result 5.1.3: Entrepreneurship promoted
- Result 6.1.1: Reduced youth involvement in crime
- Result 6.1.2: Increased participation of youth in legitimate governance frameworks and positive development initiatives
- Result 6.1.3: Increased support for vulnerable children and youth
- Result 6.1.4: Improved sexual and reproductive health and general health practices among youth
- Result 6.1.5: Increased employability and access to employment opportunities for youth in CRP communities

Numerous Outputs are usually linked to each immediate outcome. The outputs demonstrate direct products and services that stem from the activities of the partner organizations. This framework has consolidated the outputs as follows:

- Results 2.1.1a –2.1.3a; 2.2.2a – 2.2.3a: Projects/programmes implemented to support the achievement of CRP Social Transformation Component
- Results 1.1.1a – 1.1.3a: Projects/programmes implemented to support the achievement of CRP Governance Component

- Results 3.1.1a – 3.1.4a: Projects/programmes implemented to support the achievement of CRP Safety and Justice Component
- Results 4.1.1a – 4.1.6a: Projects/programmes implemented to support the achievement of CRP Physical Transformation Component
- Results 5.1.1a - 5.1.3a: Projects/programmes implemented to support the achievement of CRP Socio-Economic Development Component
- Results 6.1.1a - 6.1.5a Projects/programmes implemented to support the achievement of CRP Children and Youth Development Component

2.3.2. Level 2: Operational Results

The CRP has articulated six strategic objectives. See Section 1.2.1 CRP Goal and Strategic Objectives. These objectives, in the context of a results-based monitoring and evaluation system, constitute the critical "results" to be accomplished or assessed by the CRP Secretariat and its oversight bodies over the period of time covered by its strategic framework. These strategic objectives represent the ongoing work of the CRP Secretariat and provides the enabling context for the achievement of the results under the six CRP Components.

2.4. CRP Performance Measurement Framework

The Performance Measurement Framework (PMF) will be the main tool to guide overall monitoring of the CRP. A performance measurement framework is a plan to systematically collect relevant data over the lifetime of a project or programme to assess and demonstrate progress made in achieving expected results. The PMF documents the major elements of the monitoring system and ensures that performance information is collected on a regular and timely basis.

Thus, CRP PMF will outline the main elements of the monitoring system (i.e. performance indicators, baseline data, data sources and methods of data collection, frequency of collection, responsibility for data collection, and targets). This tool ensures that performance information is collected for all expected results regularly and on time.

Table 3: Components of the Performance Measurement Framework

PMF Components	Explanation
Column 1 - Expected Results	Represents the result chain from output to impact level articulated in the logic model. Activities are not included in the PMF - only results
Column 2 -Performance Indicators	Represents the performance indicators that will be used to measure actual results.
Column 3 - Baseline	This contains baseline data for each of the selected indicators. The collection of baseline data is a critical activity of any M&E Framework. Baseline data refer to the existing situation, or 'starting point' of an

PMF Components	Explanation
	expected result project or programme area prior to intervention against which 'change' can be measured over time through the use of indicators. Without baseline data, there would be no point from which to measure end results.
Column 4 - Targets	Represents the desired and measurable results expected for an indicator at a specified point in time. Targets have to be set based on realism, planned activities and available budgets. Setting targets is intended to enable stakeholders to envision the overall change the programme is aiming to achieve and to enable managers to determine if they are "on track".
Column 5 - Data Sources	Refers to 'where' data can be found or 'who' should be contacted to access data to inform each indicator. Data sources can include individuals, organizations, or documentation from which data about your indicators will be obtained
Column 6 - Methods	Denotes the way in which data/information is collected. There exist various data collection methods representing different ways to collect the required data (e.g. census, observation, surveys, etc.).
Column 7 - Frequency	Represents how often the data will be collected throughout project/programme implementation. Progress being made towards the achievement of results can be reported at a variety of time periods (quarterly, semi-annually, annually or even less frequently) depending on contexts. Note that the higher up the results chain you go, the less frequent you monitor.
Column 8 – Responsibility	Depicts who is responsible for collecting, analysing and reporting on the data collected. Responsible persons can change throughout the programme implementation.

Source: Results-Based Management Tools at Global Affairs Canada: A How-to Guide[2]

It should be noted that the CRP M&E Framework is still at a developmental stage as the CRP Secretariat continues to refine indicators and to reflect on indicator appropriateness and data availability as well as the implementation of a virtual web-based management information system to facilitate the management and dissemination of the volume of data. Building the M&E for the CRP therefore continues to be an iterative and participatory process. According to Kusek & Rist (2004), "Results-based M&E systems should be considered a work in progress. Continuous attention, resources, and political commitment are needed to ensure the viability and sustainability of these systems. Building the cultural shift necessary to move an organization toward a results orientation takes time, commitment, and political will."

The following PMF Matrix has been elaborated for the CRP. It is worth reiterating that the CRP M&E Framework is still at a developmental stage. As such a PMF Matrix highlighted below contains gaps that will have to be filled as the M&E Framework is fully implemented. The information currently provided is proposed and will have to be revised or updated.

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[2]http://www.international.gc.ca/development-developpement/partners-partenaires/bt-oa/rbm_tools-gar_outils.aspx?lang=eng

Table 4: CRP Performance Measurement Framework (Level 1)

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
Ultimate Outcome (Impact): Renewed Communities	1. Overall ranking of CRP communities on the Community Renewal Scale/Community Development Index[3]	To be deter-mined (TBD)	TBD	TBD	TBD	TBD	CRP Secretariat, PIOJ
OUTCOMES							
Component 1: Governance							
Intermediate Result 1.1: Communities are capacitated and participating in democratic processes	2. Percentage of population who in the last 12 months had participated in citizens' engagements[4]	TBD	TBD	SDC Annual Report; Community Members	Document Review; Survey	Annually	CRP Secretariat, PIOJ
Immediate Result 1.1.1: Strengthened legitimate and participatory local governance structures and the relationship between them in CRP communities	3. Percentage of population who are *active members of a local community organisation or decision-making body	TBD	TBD	Reports from SDC, KSAC, NAPDEC, Local Authorities levels) CDC, PDC, DAC	Document Review	Annually	CRP Secretariat, PIOJ
	4. Percentage of recognised[5] organisations represented at various tiers of the Participatory Governance Framework	TBD	TBD	As Above	Document Review	Annually	CRP Secretariat, PIOJ
	5. Number of PDCs actively participating at the Local Government level on a monthly basis	TBD	TBD	As Above	Document Review	Annually	CRP Secretariat, PIOJ
	6. Percentage of local government meetings attended by PDC	TBD	TBD	As Above	Document Review	Annually	CRP Secretariat, PIOJ

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[3] This index is currently being developed by the CRP Secretariat. See Annex for progress to date.
[4] Citizens' engagements as defined by one or more of the following: a) Attended a community/parish level meeting, public forum or public affairs discussion group; b) Met with, called or sent a letter to any local counsellor/politician on community matters; c) Signed a petition towards specific aspects community development; d) participated in a peaceful demonstration; e) Volunteered time or donated resources and f) demonstrations.
[5] Recognised by SDC.

Expected Results	Performance Indicators	Baseline	Targets	Data Sources	Methods	Frequency	Responsibility
CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
	representatives per parish						
Immediate Result 1.1.2: Increased transparency and accountability in governance	7. Level of satisfaction with public service delivery	TBD	TBD	Community Members	Survey; Focus Group Discussions	TBD	CRP Secretariat, PIOJ
Immediate Result 1.1.3: Strengthened community and parish development planning	8. Proportion of Parish Development Plans that integrate community priorities*	TBD	TBD	Reports from NAPDEC, SDC, relevant Parish Councils	Document Review	Annually	CRP Secretariat, PIOJ
	9. Level of alignment of partner programmes/projects with community priorities	TBD	TBD	Reports from NAPDEC, Local Authorities	Document Review	Annually	CRP Secretariat, PIOJ
Component 2: Social Transformation							
Intermediate Result 2.1: Improved social inclusion and cohesion	10. Level of trust between community members, state actors, non-state actors and neighbouring communities	TBD	TBD	Community Members	Survey, Focus Group Discussion	TBD	CRP Secretariat, PIOJ
	11. Percentage of population that report that their neighbours are willing to help them	TBD	TBD	Community Members	Survey, Focus Group Discussion	TBD	CRP Secretariat, PIOJ
Immediate Result 2.1.1: Improved social skills among target populations	12. Percentage of population in CRP communities reporting improved knowledge in coping, planning, negotiating, problem-solving, and conflict resolution	TBD	TBD	KAB Survey Report, Pre/post test, selected partners' reports	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 2.1.2 Reduced inter and intra community conflict	13. Reported incidents of inter and intra community conflict	TBD	TBD	JCF Reports; Community Members	Document Review; Focus Group Discussion	Annually	CRP Secretariat, PIOJ
	14. Percentage of population in CRP communities reporting increased ability to traverse freely across (invisible)	TBD	TBD	JCF Reports; Community Members	Document Review; Survey, Focus	Annually	CRP Secretariat, PIOJ

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
	community lines				Group Discussion		
Immediate Result 2.1.3 Improved quality of service by MDAs to target population	See indicator 7 in Governance section						
Intermediate Result 2.2: Reduced vulnerability to abuse/victimization	15. Number/percentage of persons reporting victimization/abuse	TBD	TBD	JCF Reports; Community Members	Document Review; Survey/Focus Group Discussion	Annually	CRP Secretariat, PIOJ
	16. Percentage of population reporting use of violence prevention strategies	TBD	TBD	JCF Reports; Community Members	Document Review; Survey/Focus Group Discussion	Annually	CRP Secretariat, PIOJ
Immediate Result 2.2.1: Improved health practices	17. Reported cases of teenage pregnancies	TBD	TBD	MOH, STATIN, RGD	Document Review	Annually	CRP Secretariat, PIOJ
	18. Number of residents with knowledge of healthy lifestyle practices	TBD	TBD	MOH, STATIN	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 2.2.2: Increased parenting skills and practices	19. Percentage of reported incidents of child abuse originating in CRP communities	TBD	TBD	Reports from OCA, CDA and CISOCA	Document Review	Annually	CRP Secretariat, PIOJ
	20. Percentage of parents who report spending time[6] with children	TBD	TBD	Community Members	Survey/Focus Group Discussions	Annually	CRP Secretariat, PIOJ
	21. Rate of utilisation of parent places in CRP communities	TBD	TBD	Reports from NPC	Document Review	Annually	CRP Secretariat, PIOJ

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[6] That is allocating special time for children, assisting with homework help, spending quality time, etc.

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
	22. Number of parents exposed to training in disciplinary techniques who strongly reject the use of corporal punishment as a method of discipline	TBD	TBD	Reports from NPC	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 2.2.3: Reduced intra familial conflict/abuse/violence	23. Reported incidents of domestic violence, family feuds etc. originating in CRP communities	TBD	TBD	Reports from DRF, JCF, CDA, CISOCA	Document Review	Annually	CRP Secretariat, PIOJ
Component 3: Safety and Justice							
Intermediate Result 3.1: Increased safety and justice within communities	24. Rate of reported category 1 crimes	TBD	TBD	Reports from MNS/JCF, JCO	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 3.1.1 Effective community-based policing supported	25. Percentage of residents who report feeling safe walking alone at night in the community/area where they live, disaggregated by sex, age	TBD	TBD	Survey Report, Community score card	Scorecard Exercise	Bi-Annually	CRP Secretariat, PIOJ
	26. Community perception of police	TBD	TBD	JCF/SDC scorecard, Community scorecard	Scorecard Exercise	Annually	CRP Secretariat, PIOJ
	27. Number of service providers[7] by type reporting improved access to communities	TBD	TBD	JCF, Fire Brigade	Survey	Annually	CRP Secretariat, PIOJ
Immediate Result 3.1.2: Increased utilization of evidence-based approaches to crime and victimization	28. Number/percentage of partners using data from select databases to guide project/ programme development/decision-making	TBD	TBD	Survey Report	Survey	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 3.1.3: Increased school safety	29. Number of reported cases/incidences of disruptive behaviour in school[8]	TBD	TBD	MOE, JCF, Secondary level institutions in	Document Review	Bi-Annually	CRP Secretariat, PIOJ

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[7] Particularly emergency service providers.

Expected Results	Performance Indicators	Baseline	Targets	Data Sources	Methods	Frequency	Responsibility
**CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments**
				CRP communities			
	30. Number/percentage of students reporting victimization/abuse [9]	TBD	TBD	Students in CRP Communities	Survey	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 3.1.4: Increased access to justice services at the community level	31. Number of residents using available community level justice services	TBD	TBD	MOJ, DRF	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Component 4: Physical Transformation							
Intermediate Result 4.1: Improved quality of the natural and built environment	32. Level of satisfaction of residents with their area as a place to live	TBD	TBD	CRP Community Members	Survey	Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.1: Improved access to quality housing in targeted CRP communities	33. Proportion of residents participating in the housing contribution schemes[10]	TBD	TBD	NHT, STATIN	Document Review	Annually	CRP Secretariat, PIOJ
	34. Housing quality index	TBD	TBD	NHT, STATIN, MTWH, SDC	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.2: Reduced informal settlements in targeted CRP communities	35. Percentage of households with security of tenure	TBD	TBD	MTWH, NHT, HAJ, STATIN	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.3: Enhanced connective infrastructure	36. Percentage of dwellings with legal utility connections by type (water and electricity)	TBD	TBD	NWC, JPSCO, STATIN	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.4: Improved water and sanitation	37. Percentage of household with access to potable water	TBD	TBD	NWC, STATIN	Document Review	Bi-Annually	CRP Secretariat, PIOJ
	38. Percentage of household with access to toilet facilities	TBD	TBD	NWC, STATIN, MOH	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.5:	39. Number of areas covered by	TBD	TBD	Reports from	Document	Annually	CRP Secretariat,

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[8] Data are currently collected at the secondary school level.
[9] Interventions are currently implemented at selected secondary schools.
[10] NHT and other schemes.

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
Healthy public spaces within communities	abandoned/derelict sites[11]			MLGCD, Local Authorities	Review		PIOJ
	40. Percentage of population using public spaces/facilities, disaggregated by sex, age, type of space (eg. cultural and recreational)	TBD	TBD	Reports from MLGCD, Local Authorities; Community Members	Document Review; Focus Group Discussions	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 4.1.6: Increased resilience of households and communities to respond to natural and manmade hazards and climate change	41. Percentage of population that know what actions to take to prepare and respond to risks, disaggregated by sex, age	TBD	TBD	Reports from ODPEM, NEPA, UWI, MLGCD, IDPs, Local Authorities	Focus Group Discussions	Annually	CRP Secretariat, PIOJ
	42. Percentage of communities that are implementing risk reduction and resilience strategies informed by accepted national frameworks	TBD	TBD	As above	Document Review	Annually	CRP Secretariat, PIOJ
Component 5: Socio-Economic Development							
Intermediate Result 5.1: Economic self-sufficiency among community members	43. Unemployment rate (disaggregated by age, sex, vulnerable and special need groups)	TBD	TBD	MLSS, PIOJ, STATIN	Document Review	Bi-Annually	CRP Secretariat, PIOJ
	44. Percentage of CRP households transitioning from PATH or other social protection programmes	TBD	TBD	MLSS, PIOJ, STATIN	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 5.1.1: Improved employability	45. Percentage of individuals completing secondary level education or higher	TBD	TBD	MOE, STATIN	Document Review	Annually	CRP Secretariat, PIOJ

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[11] The January 19 stakeholder workshop suggested that the following indicators be considered instead of some of the indicators under this component: Extent of use of recreational space, existence of recreational space, quality/condition of recreational spaces, number of green spaces designated and in use

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
	46. Percentage of working age population in CRP communities certified (disaggregated by age, sex)	TBD	TBD	MLSS (LMIS), STATIN, HEART Trust/NTA, Partner Reports	Document Review	Annually	CRP Secretariat, PIOJ
	47. Percentage of population in CRP communities accessing programmes to increase employment opportunities	TBD	TBD	MLSS (LMIS), STATIN, HEART Trust/NTA, Partner Reports	Document Review	Annually	CRP Secretariat, PIOJ
	48. Percentage of community members reporting they are either employed or in further education or training after leaving a skills training programme	TBD	TBD	Partners' Reports	Survey	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 5.1.2: Increased employment opportunities	49. Percentage of community members employed post skill training population in CRP communities accessing programmes to increase employment opportunities (disaggregated by age, sex)	TBD	TBD	Partners' Reports	Survey	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 5.1.3: Entrepreneurship promoted	50. Number of MSMEs established	TBD	TBD	Partners' Reports	Document Review	Bi-Annually	CRP Secretariat, PIOJ
	51. Number of businesses strengthened and/or expanded	TBD	TBD	As above	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Component 6: Children and Youth Development							
Intermediate Result 6.1: Holistic development of children and youth ensured	52. Reported incidents of child abuse	TBD	TBD	Reports from OCR, CISOCA MOE	Document Review	Bi-Annually	CRP Secretariat, PIOJ
	53. Student performance at standard examinations (Grade 4 literacy and numeracy, GSAT, CXC)	TBD	TBD	MOE	Document Review	Annually	CRP Secretariat, PIOJ

Expected Results	Performance Indicators	Baseline	Targets	Data Sources	Methods	Frequency	Responsibility
CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
	54. Number/percentage of residents with increased knowledge about the Childcare and Protection Act	TBD	TBD	Partners' Reports	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 6.1.1: Reduced youth involvement in crime	55. Number of serious and violent crimes in which victims and/or perpetrators are under 18	TBD	TBD	Reports from Crime Observatory, JCF, MOCA	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 6.1.2: Increased participation of youth in legitimate governance frameworks and positive development initiatives	56. Percentage of youth actively participating as executives in CDCs or other community governance structures	TBD	TBD	Reports from SDC, NAPDEC, MYC, MLGCD	Document Review	Bi-Annually	CRP Secretariat, PIOJ
Immediate Result 6.1.3: Increased support for vulnerable children and youth	See indicators for 2.2.1 & 2.2.2						
Immediate Result 6.1.4: Improved sexual and reproductive health and general health practices among youth	57. Proportion of youth /practicing safe sex (KAPB)	TBD	TBD	KAPB Survey Report	Document Review	Annually	CRP Secretariat, PIOJ
	58. Proportion of youth /practicing abstinence (KAPB)	TBD	TBD	KAPB Survey Report	Document Review	Annually	CRP Secretariat, PIOJ
	59. Repeat pregnancy rate	TBD	TBD	MOH, FamPlan, NPC	Document Review	Annually	CRP Secretariat, PIOJ
Immediate Result 6.1.5: Increased employability and access to employment opportunities for youth in CRP communities	See indicators in 5.1.1 – 5.1.3						
OUTPUTS							
Outputs 1.1.1a – 1.1.3a: Projects/programmes (by type) implemented to support the achievement of CRP Governance Component	60. Number of projects/programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	61. Number/Percentage of	TBD	TBD	Partners'	Document	Annually	CRP Secretariat,

CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Expected Results	**Performance Indicators**	**Baseline**	**Targets**	**Data Sources**	**Methods**	**Frequency**	**Responsibility**
	persons benefiting, disaggregated by type of programme, age, sex, vulnerable group			Reports	Review		PIOJ
Outputs 2.1.1a –2.1.3a; 2.2.2a – 2.2.3a: Projects/programmes (by type) implemented to support the achievement of CRP Social Transformation Component	62. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	63. Number/Percentage of persons benefiting, disaggregated by type of programme, age, sex, vulnerable group	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
Outputs 3.1.1a – 3.1.4a: Projects/programmes (by type) implemented to support the achievement of CRP Safety and Justice Component	64. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	65. Number/Percentage of persons benefiting, disaggregated by type of programme, age, sex, vulnerable group	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
Outputs 4.1.1a – 4.1.6a: Projects/programmes (by type) implemented to support the achievement of CRP Physical Transformation Component	66. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	67. Number/Percentage of persons benefiting, disaggregated by type of programme, age, sex, vulnerable group	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
Outputs 5.1.1a - 5.1.3a: Projects/programmes (by type) implemented to support the achievement of CRP Socio-Economic Development	68. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	69. Number/Percentage of	TBD	TBD	Partners'	Document	Annually	CRP Secretariat,

Expected Results	Performance Indicators	Baseline	Targets	Data Sources	Methods	Frequency	Responsibility
CRP Goal: Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments							
Component 5	persons benefiting, disaggregated by type of programme, age, sex, vulnerable group			Reports	Review		PIOJ
Outputs 6.1.1a - 6.1.5a: Projects/programmes (by type) implemented to support the achievement of CRP Children and Youth Development Component	70. Number of programmes implemented, disaggregated by type	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ
	71. Number/Percentage of persons benefiting, disaggregated by type of programme, age, sex, vulnerable group	TBD	TBD	Partners' Reports	Document Review	Annually	CRP Secretariat, PIOJ

Table 5: CRP Operational Results Framework (Level 2)

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES
GOAL Citizens are empowered to live full and satisfied lives and have transformed their volatile and vulnerable communities into secure, cohesive, just, prosperous and healthy environments	See CRP Indicators above for Ultimate Outcome: Renewed Communities	
PURPOSE To provide an effective and efficient platform for coordinating and monitoring of initiatives that facilitate social transformation and economic development, strengthened governance, improved safety and access to justice in targeted communities	1. Functional[12] oversight mechanism with capacitated secretariat support for advancing evidenced-based community transformation in Jamaica 2. Functional coordinating MIS database for data collection on CRP progress in place 3. Percentage of stakeholders in CRP communities that are operating within the CRP coordinating framework 4. Percentage of residents giving a positive assessment of impact/effect of partner activities in their area/community	CRP Progress/M&E Reports CRP Database Reports

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[12] Established bodies (especially National Steering Committee) meeting, working and reporting as per terms of reference

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES
	5. Percentage of planned initiatives in the Strategic Implementation Plan implemented on time	
RESULTS		
Strategic Objective 1: Strengthened partnerships among state and non-state entities in support of the renewal process	6. Number of new partnerships developed by type 7. Number of existing partners implementing initiatives under the 6 CRP pillars 8. Percentage of partner initiatives/projects that are rated as successful in achieving CRP outcomes under the 6 CRP pillars 9. Number of jointly developed project/programme to address specific gaps implemented 10. Number/Percentage of CRP initiatives benefiting for co-funding	Signatories to umbrella MOU CRP Progress/M&E Reports Database Reports
Strategic Objective 2: Improved coordination and harmonisation amongst development partners, state and non-state entities and institutions	11. Level of participation of stakeholders in coordinating mechanism established by the CRP 12. Number of comprehensive reviews of progress/joint assessments conducted among partners and CRP 13. Level of alignment of MDAs strategic plans with CRP's programming 14. Level of alignment of IDPs' country strategies with CRP programming	CRP Progress/M&E Reports CRP Database Reports Partners' Reports
Strategic Objective 3: Resources mobilised to support key initiatives	15. Value ($) of resources secured annually to support community development/transformation 16. Existence of mechanism to provide responsive funding for critical and catalytic initiatives 17. Proportion of development co-operation funding disbursed as scheduled annually by CRP partners (IDPs, MDAs, etc)	CRP Progress/M&E Reports CRP Database Reports Partners' Reports
Strategic Objective 4: Catalytic interventions designed and supported to address critical needs in communities	18. Number of pilot initiatives implemented to address specific gaps 19. Number of initiatives designed using lessons learned/best practices identified in target communities	CRP Progress/M&E Reports CRP Database Reports Partners' Reports
Strategic Objective 5: Improved monitoring, evaluation and reporting for holistic community development and renewal in Jamaica	20. Number/percent organizations/programme units systematically monitoring and reporting on (project) performance 21. Number/percent of projects evaluated 22. Level of use by partners of CRP Results Framework to align programming (high use, moderate use, low use) 23. M&E framework operational 24. Number of outputs (by type) from the CRP M&E Framework prepared per schedule (researches; studies; policy briefs, etc.) 25. Communication plan in place	Partner reports CRP M&E Framework Reports Database Reports Communication Plan

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES
__Strategic Objective 6:__ Increased research and analysis capabilities towards evidenced based community development and transformation	26. Number of evidenced-informed research/studies prepared by the CRP utilized in planning and decision making	

2.5. Performance Indicators

In keeping with the approach to building the M&E system, an important next step following the articulation of the Theory of Change is the selection of key indicators for each level of the results chain. Monitoring for results implies using indicators to regularly measure achievement of, or progress towards, expected results and compiling all the relevant information needed to produce useful reports. Following the extensive review of documents from selected public sector entities, the IDPs as well as research of international best practices on community level indicators, over 100 indicators were found. These indicators were then mapped to the various levels of results. Following careful review and refinement by the CRP Secretariat and key external stakeholders, a set of approximately 97 indicators covering development level results under the six components of the CRP as well as operational management level results linked to the CRP strategic objectives.

Table 6: Distribution of Indicators by Levels

Levels/Results Level	Number of Indicators
Level 1: Programmatic Results	
Ultimate Outcome/Impact	1
Intermediate Outcomes	13
Immediate Outcomes	45
Outputs	12
Level 2: Operational Results	26
Total	**97**

The CRP M&E Framework caters to a large number of indicators which are all useful in order to represent the complex, multi-sectoral and multi-faceted nature of community development/transformation This set of indicators is intended as a starting point for relevant partners so that they can identify the expected results and indicators which are most important to them.

Indicators have been defined at all levels of the results chain in the CRP M&E Framework. At the highest or impact level, the *community-level indicator* will track the societal impact that the CRP intends to have. A key focus here is on tracking progress against the criteria used to select the top 100 volatile and vulnerable communities. It is useful to note that work is being advanced toward the development of the Community Renewal Index of which a number of these criteria will be a part. See Annex 6 for the preliminary Community Renewal Index being developed by the CRP Secretariat.

Individual-level outcome indicators will track the effect that programme interventions have on target individuals. For example, the number of participants in a vocational skills training programme who had found employment six months afterwards, or changes in the propensity of an at-risk youth to use violence after he has been through a rehabilitation programme.

Output indicators will track products or services stemming from the activities of partners and the CRP Secretariat itself. For example, the number of projects to improve employability of youth or the number of community members trained in conflict resolution. Process indicators, which tracks the progress of activities and the way these are carried out, can be expected to give a good indication as to whether the CRP is on track to meet its objectives. For example: the completion of partnership agreements between participating MDAs; community development plans completed based on participatory identification of local

needs, monthly meetings of Community Development Committees (CDCs) in target communities attended by a cross-section of citizens.

A combination of these different types of indicators will be used to track progress against the programme's goal, objectives and expected results.

2.6. Data Sources

Indicators for measuring the performance of the CRP are varied and require multiple data sources. The distinction should be made that data sources are who or what provides data and not the method of collecting data. Multiple data sources are important for mitigating data reliability risks. It is therefore important to try and incorporate data from a variety of sources to validate findings.

There will be a significant reliance on secondary data, that is, from partners reports from their interventions in CRP communities. This is particularly true for Level 1 indicators. Some partners already have databases and M&E systems that generate information to support several of the indicators being tracked under the CRP. To the extent, possible these sources will be tapped. The main source for Level 2 indicators is the monthly reports of staff of the CRP Secretariat.

Among the key considerations for identifying data sources are:
- Can the data source be accessed in a practical fashion?
- Can the data source provide quality data?
- Can the data source be accessed on a regular and timely basis?
- Is primary data collection from the information source feasible and cost effective?

2.7. Data Collection and Flow

As indicators are reviewed and validated, consideration should be given to the costs and feasibility of collecting data with the desired frequency. The use of the various data collection methods will *inter alia* depend on other factors such as access, needs, and time constraints.

Methods of data collection for the CRP indicators will range from document review of data sources to surveys. In most cases, these sources represent other ongoing monitoring and reporting that the stakeholders are already undertaking or will undertake. Other less structured methods of data collection will include key informant interviews and focus group discussions. Some of the proposed indicators may require survey data. Where there are existing community level surveys, a strategy would be to do a mapping (of the surveys) to determine which of these indicators could be incorporated.
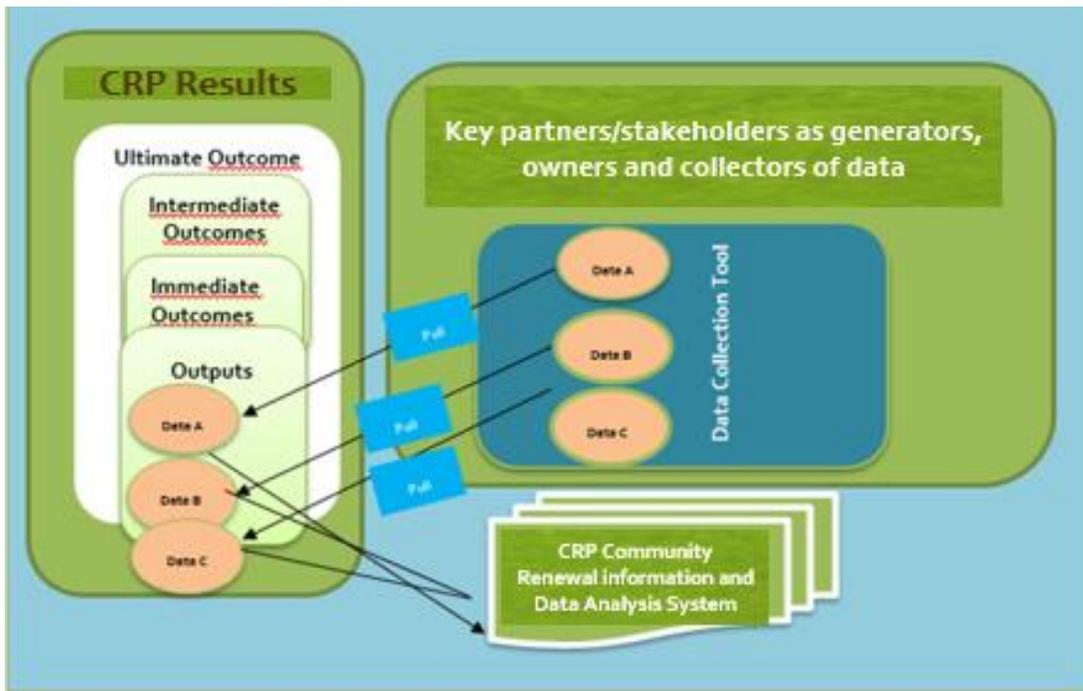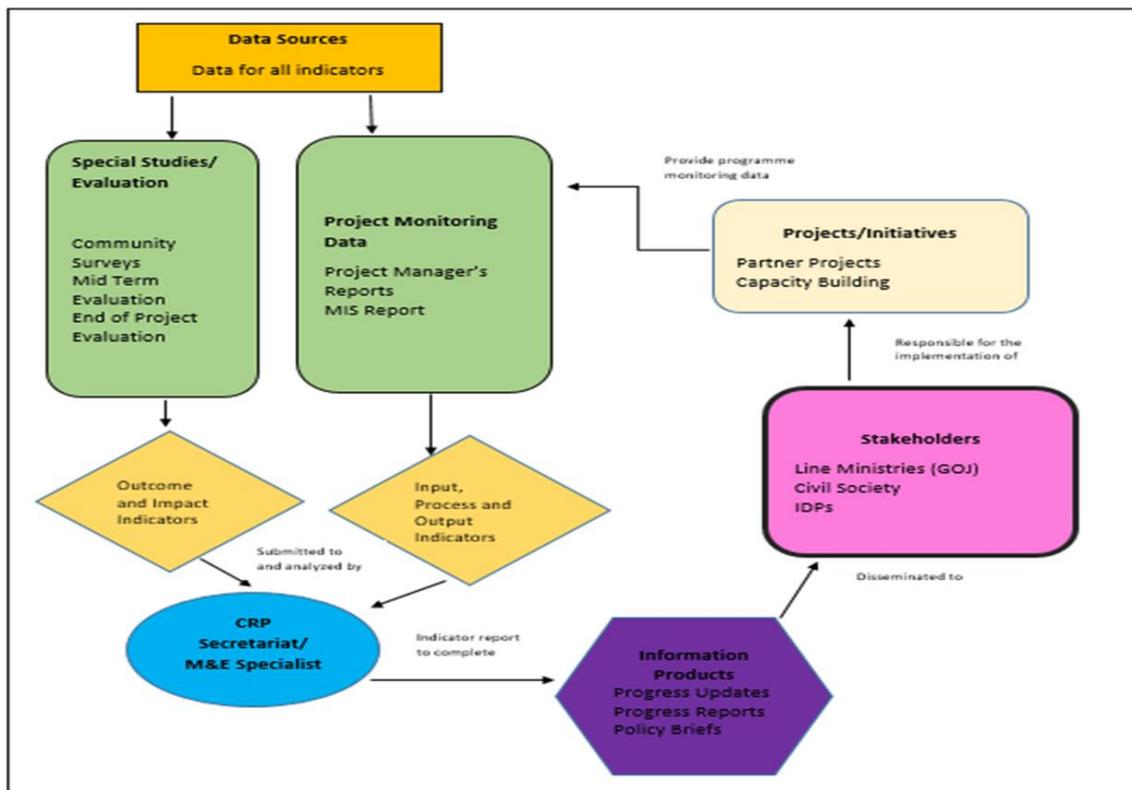
Figure 4: Process for CRP Data Collection

Figure 5: CRP Data Flow and Reporting

2.7.1. Community Renewal Information & Data Analysis System

Because of the wide scope of the monitoring process and plethora of data that inform indicators and community data, it will be important for CRP Secretariat to have one central location for data. The EUD funded consultancy had suggested from the outset that a database and information system would be essential, for any sustainable and ongoing monitoring and reporting process. From data collection and input, to aggregation and analysis, to automatic reporting templates, such a system can greatly ease and simplify the monitoring and reporting functions, albeit with a substantial upfront investment of time and money.

The following outlines the proposed approach to be taken in the development of a Management Information System (MIS) to support the approved CRP M&E Framework. This provides a framework to guide the CRP in further refining its needs as well as managing the process for the development of the MIS.

Among the objectives of an MIS, is the capturing of data in a computer system instead of on a paper based system. This makes for easy retrieval and facilitates decision making. The MIS cannot make decisions but provide the necessary reports that allow management to do so.

The elements of the MIS outlined below should be fine-tuned by the CRP Secretariat to ensure that all potential needs are identified. The document can subsequently be used as a basis to engage a developer or software company to build the MIS. It is expected that the MIS will be a web based solution that facilitates appropriate levels of access to the staff of the secretariat and other stakeholders.

Approach to building the MIS: The CRP secretariat will be responsible for the delivery of the solution but it is imperative that knowledgeable information technology project manager/business analyst be co-opted from the PIOJ IT Unit to manage the project on a day to day basis. Alternatively, a project manager could be hired on a short term basis. The project manager will represent the interest of the CRP Secretariat and will serve as a bridge between the developer and the stakeholders.

Engagement of an experienced developer of software firm to carry out the assignment: It is expected that the developer will employ various means to develop a software requirements document which will form the basis of the work to be done. The developer's information gathering should include background material such as the SIP 2015-2018 and the CRP PMF. Meetings, workshops and surveys must be conducted with the CRP secretariat and other stakeholders to gain insight into various processes and to obtain reporting and other requirements. Additionally, existing forms and reports produced or received by the CRP Secretariat must be reviewed by the developer.

Once the requirements have been signed off by the CRP Steering Committee upon the recommendation of the Secretariat, the developer should produce a prototype of the system.   This will give users an opportunity to provide feedback during the early stages of development thus reducing the level of rework.

An iterative approach should be taken in building the system whereby small chunks of the system are developed and presented to the stakeholders for feedback.

It is imperative that the CRP Secretariat and other stakeholders make themselves available for consultation with the developer and or project manager throughout the process as projects of this nature often go awry when there is little or no involvement of the end users and other key stakeholders

Timeframe and Level of Effort: A small team of two or three developers should be able to complete the MIS within a period of five to seven months.

Elements of the MIS: The MIS will manage information relating to projects, indicators and communities. The system should also enable users to generate reports as well as facilitate data visualization in the form of charts, maps etc. Below are some of the data expected to be captured. Some expected reports are also listed.

Communities

Central to the CRP MIS of projects, indicators and communities is the capturing of critical information about each community. The system should provide for the recording of the following data at a minimum:

- Name of community
- Community overview
- Population (disaggregate by sex, age)
- % of Population below poverty line
- Employment/Unemployment rate
- Number of CBOs or CDCs
- Number of schools
- Number of recreational facilities
- Number of libraries
- Number of markets
- Number of police stations
- Action plan developed (Yes/No)
- Date of action plan (provide link to Action Plan)
- Prioritised needs identified (Yes/No)

Projects

The following data should be maintained for each project:
- Name of project
- Donor(s)
- Project overview
- Executing/Implementing Agencies
- Implementing Partners
- Total value (project wide and by community)
- Objectives
- Type of project
- Target communities
- Status (Active, Completed, Planned)
- Number of beneficiaries (project wide and by community)
- Actual or proposed start date
- Actual or proposed end date
- CRP component(s) to which the project is aligned

Authorised user will have the ability to upload project reports.

Donors

The MIS should facilitate the recording of donor information inclusive of the amounts contributed to each project. Information to be tracked include:

- Name of donor agency
- Contact person
- Projects

Users should be able to get a view of all project sponsored by a particular donor and the respective communities.

Implementing agencies

Another important aspect of the MIS is to track information about the entities implementing the various projects.

- Name of implementing agency
- Contact person
- Projects

Users should be able to view all project being implemented by a particular donor and the relevant communities

Performance Measurement Framework (Indicators)

Indicators must be aligned to the various outcomes of relevant components. The following information should be tracked for each indicator:

- Component (The system should be able to map each indicator with its corresponding CRP Component)
- Outcome
- Description
- Unit of measure
- Disaggregation*
- Direction of change
- Baseline
- Baseline year (2011)
- Target (tracked for each year)
- Method of data collection
- Frequency of collection
- Actual Results (This must be tracked based on frequency of collection)
- Responsible entity/ies
- Data Sources
- Indicator definition
- Issues with collecting indicator

*Indicators should be disaggregated by gender, age, quintile, household etc. where appropriate

Reporting Requirements

The MIS should allow users to see the correlation among the various entities and projects. Reporting would therefore include:

- Profile of communities
- Number of communities with ongoing projects
- Value of intervention within communities over a given period
- Number of beneficiaries broken down by gender, age range
- Projects being implemented by an agency
- Amount and type of funding by donor
- Average value of projects
- Average number of beneficiaries
- Matrix of Intervention within each community by donor
- Matrix of Intervention within each community by implementing agency

The MIS will:

- o manage information relating to CRP indicators, CRP communities' data/profiles, CRP partners, partner projects' information (inclusive of value, communities supporting, CRP components supporting, project information and indicators)
- o enable users to generate reports as well as facilitate data visualization in the form of charts, maps etc.

2.8. Monitoring and Reporting

Monitoring is the regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. According to the Organization of Economic Co-operation and Development (OECD) Glossary of Evaluation and RBM Terms monitoring is:

> *"A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds."* (p. 19)

Consistent monitoring provides an opportunity to reflect on progress achieved and on the need for implementing follow-up actions. The progress of CRP implementation will be tracked using indicators in the CRP PMF Matrix. Monitoring under the CRP M&E Framework will therefore require a high degree of information sharing and feedback across organizations and stakeholders. MDAs, IDPs and other partners will be expected to provide information on progress in implementing priority strategies and actions under the Strategic Implementation Plan 2015-2018 at least every six months. This information forms the basis for the preparation of the Annual Progress Report which provides a comprehensive update on achievements.

Figure 6: Process of Alignment, Monitoring and Reporting using the CRP M&E Framework
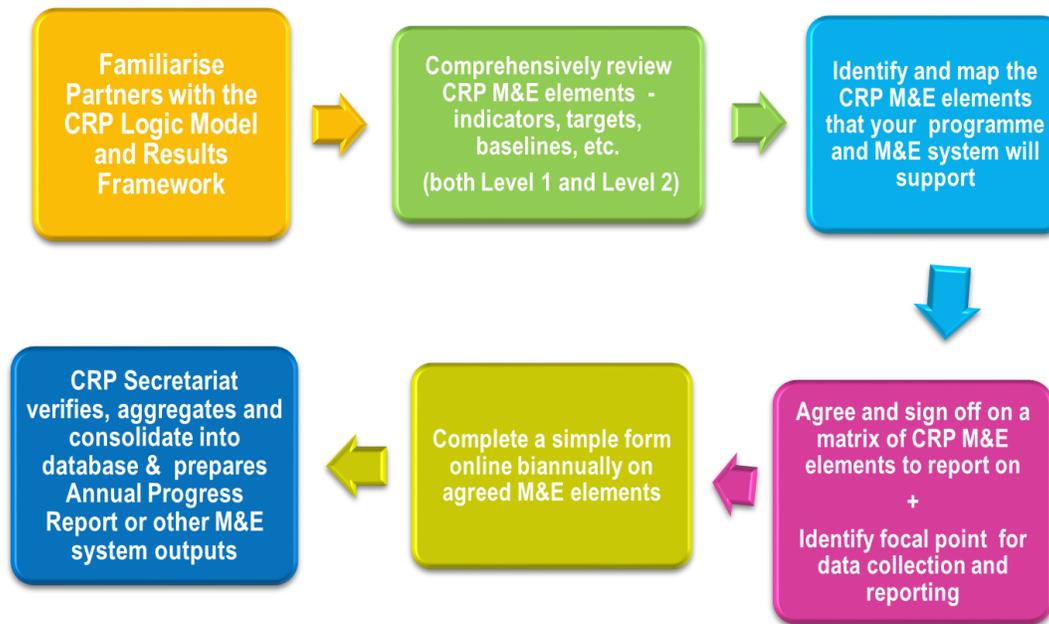
Once there is sign off between the CRP Secretariat and stakeholders or entities identified as data sources for indicators, the following steps are expected to be followed:

- Each implementing partner/entity refers to the monitoring and reporting form in Annex 7. The reviewed and agreed indicators should be listed in column 2 and the targets agreed with CRP Secretariat for each relevant indicator in column 3. (Not all indicators apply to all implementing partners.)
- Every six months, each implementing partner uses the monitoring and reporting form to report their progress towards agreed targets in column 3. They will also use the form to rate progress towards targets every six months, according to the following simple rating scale:
  - i.   Targets largely/completely attained
  - ii. Targets partially attained
  - iii. Targets largely/completely unattained

- Each implementing partner/entity submits a completed form to the CRP Secretariat
- The CRP Secretariat verifies this data with the focal point or liaison officer every six months.
- The CRP Secretariat will analyse the data and then integrate it into its database.

2.8.1. Outputs of the M&E Framework

The M&E system will produce a variety of reports, some on an annual basis whilst others are prepared periodically. The main products of the CRP M&E system are:
- Annual Progress Reports
- Research/Studies/Policy Briefs
- Community Renewal Scorecard
- Community Development Forum (Every 3 years)

These reports draw on information generated by surveys, routine data systems, MDAs reports, research and analysis, and sector reviews. The CRP Secretariat has overall responsibility for coordinating the preparation of the various reports, particularly the Annual Progress Report.

Annual Progress Report: The Annual Progress Report (APR) is the key instrument for reporting on the progress towards achievement of the CRP goal objectives and expected results on an annual basis. It will serve as a single source of information on community renewal progress for the targeted 100 communities and will assist in identifying weaknesses and constraints to the attainment of the key targets and will also propose recommendations to help address the shortcomings.

Importantly, the APR will report on the progress against indicator targets by the various result areas.

The result of this monitoring process will primarily provide continuous and regular data for government and key stakeholders to make informed decisions and the necessary adjustments about programme implementation and to assess whether resources are being used effectively and efficiently. It will also form the basis for policy dialogue with stakeholders, including development partners and civil society on progress being made in expanding social security especially for the vulnerable.

The APR will include *inter alia*:
- Information on progress towards community renewal index targets
- Information on programmes, the status of their implementation, and the communities, households, and individuals being supported
- Coverage of community renewal interventions
- Challenges in implementing community renewal interventions and any areas that might need strengthening
- Any gaps that might have emerged or are anticipated
- Best practices, lessons learned, and areas for future focus.

The preparation of the APR is the responsibility of the CRP Secretariat for submission to the Technical Steering committee and ultimately the National Advisory Committee. The APR draws from: 6 monthly reports submitted by MDAs and other partners on the implementation of key strategic actions, an analysis of progress using the core indicator set as the frame of reference, national surveys, sector reviews, commissioned as well as independent research.

Table 7: Main Outputs for CRP M&E Framework

Main Outputs	Frequency
Annual Progress Report	Annual
Strategic Policy Brief (to Cabinet)	Annual
Community Renewal Scorecard	Every 3 years
Issues Briefs & Research Papers	Intermittent
Evaluation Outputs	Various timeframes

Strategic Policy Brief is produced specifically for high level stakeholders (eg. Cabinet/ Parliamentary committees). It is a concise document describing the achievements in relation to the CRP goal and objectives and the proposed steps to be taken with respect to the various phases of implementation. It is expected that this document will provide input into the budget review process and in a way try to safeguard allocations towards community renewal.

Community Renewal Scorecard is a mechanism targeting beneficiary communities. This tool will capture the views of community members and provide a concise picture, from the perspectives of the communities, of how the Government and implementing agencies are delivering on its commitments with respect to the provision of and delivery of services. The CRP Secretariat will be responsible for its design, conduct and dissemination.

Dissemination Strategies

Monitoring and evaluation should not merely end with the production of studies and reports. These outputs need to be adequately shared and disseminated to national stakeholders, so that M&E can serve as an instrument for ensuring programme improvement and the achievement of community renewal goal and objectives.

In order to meaningfully influence the dialogue on community renewal, the CRP Secretariat will employ several strategies including to:

- Hold quarterly media forums[13] on progress and achievements
- Collaborate with public relations/information units within state and non-state entities to disseminate information products
- In collaboration with the Social Development Commission (SDC), Ministry of Local Government, convene a national forum on Community Development and Renewal every 3 years
- Use of Champions for community renewal at various levels

2.9. Evaluation

While the focus of the CRP M &E Framework is largely on monitoring and reporting, evaluation is also an important component. Evaluation as described by the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) on Aid Evaluation is "*the systematic and objective assessment of an on-going project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability*".[14]

In the context of the CRP, it is proposed that the following evaluations be undertaken:

- Process evaluations starting in 2016/2017
- Final independent evaluations for end of each strategic planning period starting in 2017/2018
- Impact evaluation to be conducted 3-5 years after the end of the CRP in 2020.

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[13] This could piggy back on the PIOJ's quarterly press briefings.

[14] OECD. (2010). *Glossary of Key Terms in Evaluation and Results Based Management.*

Table 8: Evaluation Work Plan

Key Evaluation Activities	2015/16				2016/17				2017/18				2018/19				2019/20				2020/21				Responsible
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
CRP Majesty Gardens evaluation						X																			CRP Secretariat (via consultancies)
CRP Process Evaluation								X								X				X					CRP Secretariat
Final evaluation for respective CRP Strategic Implementation Plans												X											X		CRP Secretariat
CRP Impact Evaluation																									CRP Secretariat
Dissemination of knowledge and lessons																									CRP Secretariat

2.9.1. Process Evaluation

Process evaluation is generally used to assess how a programme is being implemented. Process evaluation focuses on the internal dynamics and actual, day-to-day operations of CRP administration in order to understand its strengths and weaknesses, assess the logic and quality of programme implementation and its conformity with its strategic and work plans, the M&E plan and other programme documents, and make recommendations for improvement. Process evaluations allow CRP Secretariat to assess implementation success or failure. Key questions will revolve around the following:

- Quality of service delivery and CRP administration
- Quality of client management/harmonising database
- Conformity to CRP programme documents including strategic plan, work plans and M&E plan
- Timely availability of progress reports
- Feedback from stakeholders internal and external to CRP about programme administration
- Whether programme activities were accomplished.
- How well programme activities were implemented.
- Whether the target communities were reached.

The answers to these questions will allow the CRP Secretariat to assess whether programme activities are occurring as expected, how the Secretariat itself is performing and to help determine areas in which the programme needs improvement.

It is proposed that a process evaluation be conducted at the end of FY 2016/2017, end of FY 2018/2019 and end FY2019/2020.

2.9.2. Final Evaluation

In general, the final evaluation main objectives are to:
- Objectively assess the level of performance or progress against the performance measurement framework.
- Draw both positive and negative lessons from the implementation experience.

Specifically, the evaluation will address the following questions related to the performance of the CRP:
- To what extent have the goal, objectives and expected outcomes been met, including identification of success factors and constraints?
- What factors have contributed to the achievement or non-achievement of CRP outcomes and outputs?
- What factors contributed to effectiveness or ineffectiveness of the CRP?
- How sustainable are the CRP's achievements?
- What were the main lessons learned as a result of CRP's implementation?
- What opportunities were created as a result of CRP's implementation?

Preparation for the conduct of the evaluation should start in the third quarter of the 2017 in order to inform preparation for a new strategic planning period.

3. INSTITUTIONAL ARRANGEMENT FOR CRP M&E

An important aspect of an M&E system is the institutional framework to guide the various processes and activities to be undertaken. "Effective institutional arrangements coordinate the production, dissemination and use of data and information amongst the various actors, define their roles and responsibilities, establish reporting mechanisms, and manage the functioning of the monitoring system as a whole"[15]. Proper institutional arrangements are therefore critical for ensuring the effectiveness of the CRP M&E Framework. In keeping with the guiding principles of broad-based participation and partnerships, a strong network of agency collaboration involving government and non-government sectors is being proposed.

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[15]   World   Bank: Poverty   Monitoring   Systems
http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPAME/0,,contentMDK:20203848~menuPK:435494~pagePK:148956~piPK:216618~theSitePK:384263,00.html

Figure 7: Institutional Arrangement for Implementation, Monitoring and Evaluation
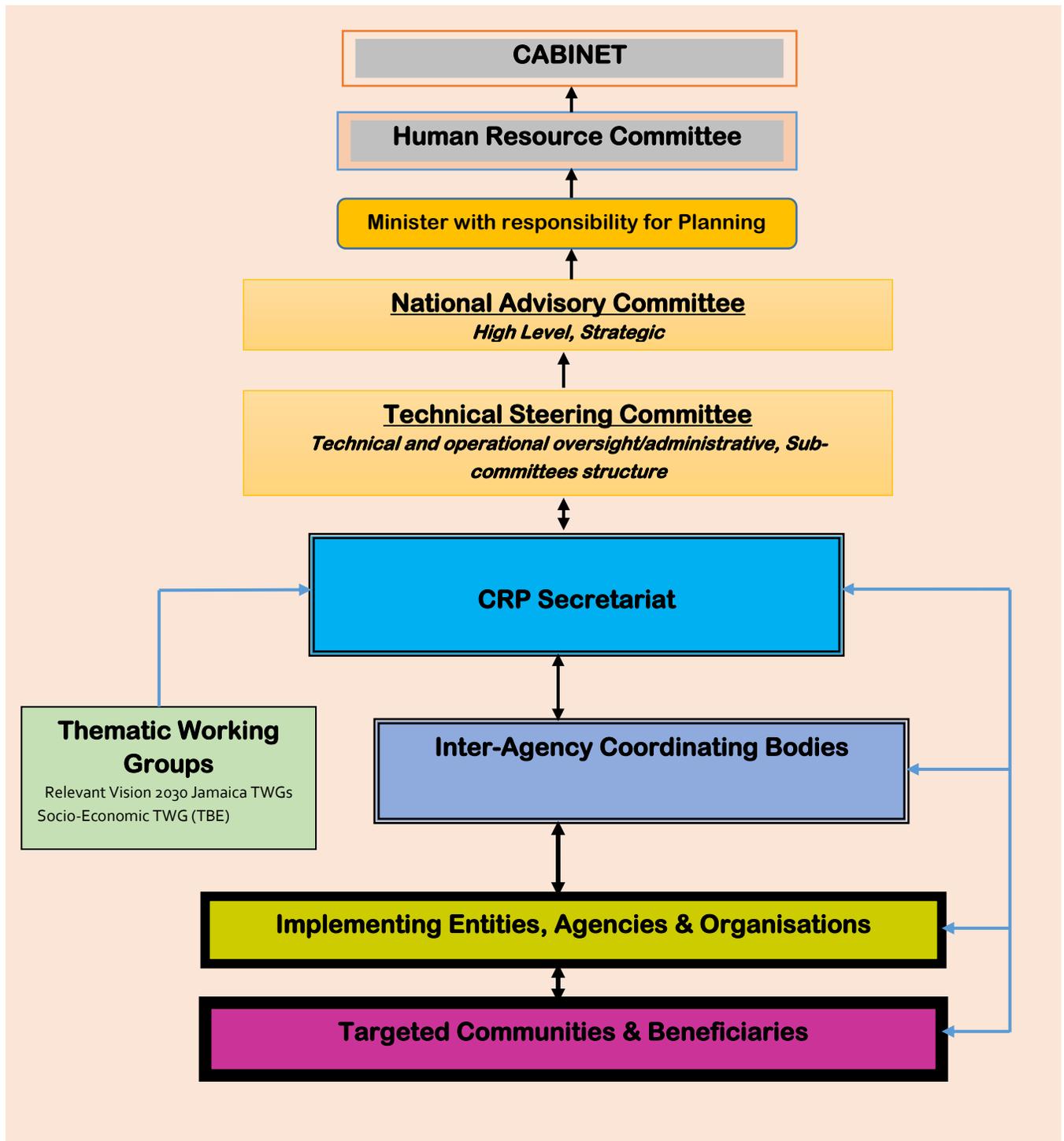
3.1. Roles and Responsibilities

Roles	Responsibilities
National Advisory Committee (NAC)	This is a high level committee that provides oversight for the CRP M&E framework and provides the highest level of dialogue ensuring that the key results of the system inform national policies, the MDAs corporate/strategic plans and importantly, the budgeting process. The Committee reports to Cabinet through the Ministry of Finance and Planning.
Technical Steering Committee (TSC)	The TSC is the technical arm responsible for tracking implementation progress in the respective thematic areas at the national and local levels and will focus attention on in terms of policy, practice and resource mobilization. The TSC is responsible for communicating implementation progress and setbacks and make recommendations for and seek solutions to issues. The TSC carries out its work through the CRP Secretariat and reports to the NAC.
CRP Secretariat	The CRP Secretariat provides technical and logistics support to the various committees and groups within the CRP M&E system and ensures its smooth operation. The Secretariat will also ensure an adequate flow of information throughout the CRP M&E system. The Secretariat will provide, as needed, support for building the monitoring capacities of MDAs and other relevant partners. The Secretariat will also ensure that the lessons learned from the monitoring and evaluation will feed into the knowledge management for improved performance, information/knowledge-sharing and continuous learning. This will support the design of future projects/programmes and further improvements to the results management framework.
Thematic Working Groups	Multi-sectoral mechanisms for ongoing dialogue, coordination, tracking progress against selected Vision 2030 Jamaica indicators
Inter-Agency Coordinating Bodies	It is envisaged that at the field or community, level monitoring reports will be provided to the NAC through the Secretariat. Reports from communities will inter alia identify implementation issues from a geographic standpoint, thereby facilitating assessment of the effectiveness of the CRP system.
Implementing Entities, Agencies & Organisations	The CRP Secretariat will work closely with implementing institutions. It is expected that implementing institutions will participate in the implementation of the M&E plan through designated officers responsible for monitoring and evaluation. The M&E officers or Focal Point Officer in particular, will coordinate the infusion of CRP indicators into their organizations' M&E system, including data collection, collation and reporting activities.

4. IMPLEMENTING AND OPERATIONALIZING THE CRP M&E FRAMEWORK

There are several issues to be considered as part of moving forward with the further development and operationalization of the M&E Framework. Some of the key next steps are discussed below.

Firstly, it is important that the process moves forward in an iterative way. The ideas and overall vision in this document have been posited but must be agreed upon and discussed in an in-depth manner by the key stakeholders involved. There is recognition that embedding the M&E process into the planning, monitoring and evaluation system of MDAs, IDPs and other stakeholders will take time.

4.1. Baseline Collection and Target Setting

While some discussions and feedback have been received on the CRP Performance Measurement Framework specifically the indicators, it will be useful for the CRP Secretariat to finally sign off in order that the process of setting targets and establishing the baseline from which to measure change can begin.

The CRP Secretariat will have to continue a process of consultation with selected stakeholders to introduce or address the issues of target setting, initiate baseline data collection and operationalise the M&E Framework.

4.2. Sensitisation and Piloting

A brief training of the CRP Secretariat staff about the M&E Framework was done in December 2015 under the EUD funded consultancy. Nonetheless further training needs to be take place with the staff as well other stakeholders to guide the relevant stakeholders involved in using the M&E Framework. At this point clear and regular communication will be required on this M&E Framework to all stakeholders that it will involve.

The CRP Secretariat should consider holding a working meeting with key stakeholders in the short term to discuss and consider what might be feasible with regards to a reporting process, tool(s) and systems for monitoring based on the options put forward.

Monitoring, reporting and data collection in the context of a complex community development sector poses some challenges. Most of the challenges are due to: a) the fact that many stakeholders contribute to the achievement of outputs and outcomes at various levels; b) the number and diversity of actors involved which may or may not share commonalities in terms of procedures, systems, needs, priorities and capacities; and c) existing information and data sources, capabilities and systems in place to accommodate monitoring at various levels. As such, piloting is being recommended to allow for learning and adaptation.

The processes of sensitization and piloting are important for ownership and sustainability of the CRP M&E Framework.

4.3. M&E Capacity Development

In order to monitor, report, evaluate and take action on results, it is essential to engage in M&E capacity development, grounded in Results Based Management (RBM) principles. According to the evidenced-informed practices sound technical skills in data collection, analysis and reporting are required. In addition, data collection and retrieval systems must be up and running and modernized. It is known that

M&E capabilities across the public sector are not uniform. The capacity of stakeholders would benefit from strengthening in order to effectively use this M&E Framework.

To ensure sustainability of the M&E efforts, the CRP Secretariat should seek to leverage technical and financial support particularly from international development partners for capacity building/strengthening in M&E for key stakeholders to strengthen their M&E activities as well as to establish the CRP management information systems.

The CRP Secretariat will need to strengthen its own capacity to oversee the operationalisation of the CRP M&E Framework. At the time of writing, there was no officer with responsibility for M&E officer within the Unit. It is strongly recommended that a post be created within the Unit for an M&E Specialist. Given the tight fiscal situation in the country, at the very minimum, temporary technical assistance should be called on to obtain all data from primary sources as stipulated in the M&E plan and for their collation and analysis. This individual will also work alongside primary stakeholders to carry out survey assignments, as necessary and undertake routine quality control checking. The position will involve considerable extraction and computer entry of data from field reports, as well as analysis. Of course, for a more long-term solution and to embed the CRP M&E Framework at the various levels overtime, an M&E Specialist is required.

4.4. Sustaining the CRP M&E System

The CRP M&E Framework's sustainability rests mainly upon three pillars: a robust information system, capacity of the stakeholders and leadership commitment at all levels.

4.4.1. Strategies for Sustainability

The following are important strategies to consider for sustainability of the CRP M&E:
- Increase stakeholder focus and the demand for data: It is said that "the value of statistics lies not in their production, but in their use." The outputs produced must be valuable, credible and trustworthy otherwise the M&E serves no useful purpose
- Establish clear roles and responsibilities: The organisations/partners and people who will be in charge of collecting, analysing, and reporting performance information must be clearly defined.
- Build capacity to support effective data collection, monitoring, evaluation and reporting
- Establish governance/accountability structures to promote performance and results based culture
- Leverage IDP/Donor support: In addition to financial resources, IDPs can draw on in-country technical expertise and substantial international experience in community development work, data collection, performance monitoring, etc. This will support strengthened staff capacity of CRP Secretariat and MDAs in needed areas.

4.4.2. Sustainability Plan

While considerable and important work has been done to date, it is clear that there is much more to be done are a number of challenges ahead for the CRP monitoring system. Some of these must be addressed in the short run as part of the preparation for the first Progress Report in December 2016. Others will need to be addressed over the medium term as part of the institutionalizing the monitoring framework within the PIOJ and government and among IDPS.

M&E Activities	Specific Actions	Timing/ Frequency	Responsibilities	Estimated Budget ($)
Finalise and approve M&E Framework	Validate/sign off on Logic Model	By June 2016; Once	CRP Secretariat	TBD
	Finalise development of Community Renewal Index	By June 2016; Once	CRP Secretariat	TBD
	Finalise Indicator Set	By July 2016; Once	CRP Secretariat	TBD
	Prepare Indicator Reference or Definition[16] Sheets for all approved indicators	By September 2016; Once	CRP Secretariat	TBD
	Establish baselines[17] and set targets[18], as necessary, for approved indicators	By December 2016; Once	CRP Secretariat, PIOJ, STATIN, JSIF and other relevant partners	TBD
	Complete Performance Measurement Framework (PMF) and M&E Stakeholder Assessment Table[19]	By December 2016; Once	CRP Secretariat, M&E Specialist	TBD
Establish Institutional arrangement for M&E	Sign off on structure and draft TOR for each body	By June 2016; Once	CRP Secretariat	TBD
	Select/Identify membership of relevant committees	By July 2016; Once	CRP Secretariat	TBD
	Sensitize members to their roles and responsibilities	By September 2016; Once	CRP Secretariat	TBD
	Establish calendar of meetings and other engagements within the process	Ongoing	CRP Secretariat	TBD
	Facilitate meetings as planned	Ongoing	CRP Secretariat	TBD
Develop and Implement Plan for Data Collection and Management	Surveys	TBD	CRP Secretariat	TBD
	Routine Data Collection	Ongoing	CRP Secretariat	TBD
Develop and implement MIS	Assign project manager	By July 2016	CRP Secretariat, M&E Specialist	TBD
	Consult with stakeholders and agree requirements including reporting needs	By September 2016	CRP Secretariat, M&E Specialist; PIOJ MIS Unit	TBD
	Engage/Contract development team	By December 2016	CRP Secretariat	TBD
	Develop and test solution	By July 2017	Contracted Firm	TBD
	Train users	By September 2017	Contracted Firm	TBD
	Roll out solution	By December 2017	Contracted Firm	TBD
Plan for	Update to EU-PRP		CRP Secretariat	TBD

[16] See Annex for Templates for Indicator Reference/Definition Sheet.

[17] This involves among other things, identifying/reconstructing baselines from existing data sources.

[18] This has to be done through a consultative process.

[19] See Annex

M&E Activities	Specific Actions	Timing/ Frequency	Responsibilities	Estimated Budget ($)
Reporting and Dissemination	Annual Progress report	Annual	CRP Secretariat	TBD
	Community renewal Scorecard	Every 2 years	CRP Secretariat	TBD
	Community renewal Forum	Every 3 years	CRP Secretariat	TBD
Plan for Capacity Building/Strengthening	Contract an M & E Specialist	By June 2016; Once	CRP Secretariat	TBD
	Conduct RBM training	Ongoing; as required	Contracted Firm/Individual; CRP Secretariat	TBD
Implement Evaluation Work Plan	Conduct CRP Majesty Gardens Endline Survey		Contracted Firm/Individual; CRP Secretariat	3.0 million
	Conduct CRP Process Evaluation	Last quarter 2018/2019; annually	CRP Secretariat	4.8 million
	Conduct CRP Mid-term evaluation	By last quarter 2016/2017	CRP Secretariat	TBD
	Conduct Final evaluation for respective CRP Strategic Implementation Plans	By last quarter 2017/2018 and 2020/2021	CRP Secretariat	TBD
	Conduct CRP Impact Evaluation	By end 2024	CRP Secretariat	TBD
Knowledge Management	Dissemination of knowledge products and lessons	Ongoing	CRP Secretariat	TBD

TBD=To be determined

5. ANNEXES

5.1. Annex 1: Terms of Reference

I.   BACKGROUND INFORMATION

Beneficiary Country

Jamaica

Contracting Authority

EU Delegation Jamaica

Relevant country background

Jamaica has been a stable democracy since its independence in 1962, with freedom of expression and well-established traditions of democratic participation. The country was ranked as a High Human Development Country by the UNDP with an HDI of 0.715 in 2014, ranking 96 out of 187 countries. The population stood at 2.7 million with a per capita income of 5,472 USD and a literacy rate of 91.7% in 2012. The country's most pressing challenge is debt, which was estimated at 141.6% of GDP in March 2014. Other critical development challenges include mitigating the medium-term effects of the global economic crisis and protecting social gains while moving towards fiscal and debt sustainability.

Beside the heavy debt burden, Jamaica suffers from serious social challenges concentrated in pockets of poverty, which threaten to undermine the social fabric. The country is confronted by serious social issues that predominantly affect youth, such as high levels of crime and violence and high unemployment. In this regard, while there were improvements in the unemployment rate (down from 15.2 per cent in 2013 to approximately 13.4% as at March 2014), the rate remains unacceptably high. Similarly, although the rate of violent crimes, in particular the murder rate, has fallen from a high of 60 per 100,000 in 2009 to below 35 per 100,000 in 2014, the rate still places Jamaica among the top ten most murderous countries. It is recognised that these improvements have come on the back of social and economic reforms that have been put in place in the aftermath of the social unrest and security operations of May 2010 summarized below.

In late 2009, the US Government issued a request to the then Government of Jamaica for the extradition of Christopher Coke (Dudus), a suspected "don" or area leader of Tivoli Gardens in West Kingston. During the process of acting on the request in May 2010 there was an outbreak of widespread pockets of violence across the country, largely concentrated in the corporate area of Kingston and St Andrew, in particular in Tivoli Gardens where it was suspected that Mr. Coke was ensconced. When the situation was finally brought under control, over 73 civilians and two members of the security forces had been killed. This provided a clear indication that fundamental and transformative changes were needed to address the entrenched socio-economic problems which are characteristic of many of Jamaica's inner-city communities and find their starkest expression in intolerably high levels of crime and violence. At the centre of the required

transformation is the need for the empowerment of residents and re-assertion of the role of the state in these communities. In many instances, these communities lack certain basic social amenities, have poor physical infrastructure and are essentially zones of exclusion weakly integrated into the mainstream of society.

The Community Renewal Programme

A critical response of the Government of Jamaica to these challenges was the spearheading by the Planning Institute of Jamaica (PIOJ) beginning in June 2010, of a collaborative process involving consultations with Government Ministries, Departments and Agencies, communities, civil society and International Development Partners. This resulted in the establishment of the Co1mnunity Renewal Programme (CRP) in mid-2011.

The CRP is a holistic programme of intervention for long term stability, well-being and inclusiveness, consistent with the goals of Vision 2030 Jamaica[20]. At the policy level, the intervention acts as a global strategic framework aimed at rationalizing strategies and social interventions in favour of vulnerable and volatile communities and relies on renewed strong political commitment, clear objectives and committed stakeholders. At the operational level, CRP is a platform for coordinating and enhancing the delivery of services and improvement of facilities in the 100 most volatile and vulnerable communities in the five parishes (Kingston, St. Andrew, St. Catherine, Clarendon and St. James) that have experienced the highest murder rates over the last ten (10) years. These communities were ranked as the most volatile and vulnerable communities in Jamaica through the application of an index of vulnerability and volatility developed by a technical team.

The Programme which is based on the principle of harmonisation through strong coordination comprises the following six pillars:
- Governance
- Social Transformation
- Safety and Justice
- Physical Transformation
- Socio-economic Development
- Youth Development

The purpose of the CRP is to contribute to the rejuvenation and further development of the most vulnerable and volatile communities in Jamaica ai1d the reintegration of marginalised citizens in these communities into mainstream society. The Programme places emphasis on inclusive growth and equitable development by promoting economic and social well-being and enhanced quality of life for residents of these communities.

The Goal of the CRP is to ensure that "Citizens in vulnerable and volatile areas are empowered to live full and satisfied lives in secure, cohesive and just communities with healthy environments"; (In accordance with the four Goals of Vision 2030 Jamaica).

The attainment of this goal will be contingent on the realization of the following outcomes:
- Improved safety and justice
- Economic self-sufficiency among community members
- Improved quality in the natural and built environment
- Increased social inclusion and cohesion

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[20] http://www.vision2030.gov.jm/

- Increased capacity of communities for decision-making, self-management and participation in democratic processes
- Improved capacity of youth to participate in and gain access to legitimate development opportunities

The programme utilises empirical data to determine necessary interventions, promote social inclusion, identify best practices that can be scaled up for greater impact, enhance legitimate and participatory governance, and reduce crime and violence. The programme also helps to mobilise new resources for priority communities. The CRP relies primarily on existing implementing entities and individuals to achieve the desired results in the targeted communities.

The CRP is being implemented through various state led and IDP interventions detailed below:

- The EU's Poverty Reduction Programme: This programme targets 40 CRP communities in support of 4 (governance, physical transformation, socioeconomic development and youth development) of the six CRP pillars. Envisaged results are (a) improved quality and access to basic socio-economic infrastructure and services; (b) increased capacity of communities to demand for, plan, implement and manage local development projects; (c) Increased income generation and employment opportunities; (d) Reduced deviant behaviour through work with unattached youth; and (e) Improved coordination, monitoring and evaluation capacity of the CRP Secretariat. The programme is being implemented by the Jamaica Social Investment Fund (JSIF).
- The World Bank's Integrated Community Development Programme (ICDP): Under the aegis of the Office of the Prime Minister, the Jamaica Social Investment Fund will be implementing the Integrated Community Development Project (ICDP) to promote public safety and transformation in 18 communities located in the parishes of Kingston & St. Andrew, St. Catherine, Clarendon, St. Ann, St. James and Westmoreland. The Programme is funded through a Government of Jamaica loan from the World Bank in the amount of US$42 million. The project is expected to benefit just over 89,000 beneficiaries with its dual focus on the delivery of basic infrastructure and social services and will begin in early 2015. The ICDP seeks to strengthen and build upon the successes of the recently completed Inner City Basic Services for the Poor Project
- The Citizen's Security and Justice Programme (CSJP) funded by the Canadian International Development Agency (CIDA): The CSJP is a multi-faceted crime and violence prevention initiative of the Ministry of National Security which focuses on building community safety and security. The programme provides crime and violence prevention services to 39 vulnerable and volatile communities, spanning eight parishes. The programme also provides institutional strengthening to the Ministry of National Security.
- The United States Agency for International Development's (USAID) COMET programme: This programme targets 25 CRP communities in support of activities that cross-cut the pillars of (1) Security and Justice, (2) Socioeconomic Development (3) Governance and (4) Physical Transformation. Cross cutting themes within this programme include gender, HIV/AIDS and disaster risk reduetion. Primary partners are the Social Development Commission (SDC) the Jamaica Constabulary Force (JCF) and the Community Renewal Programme (CRP).
- An important state led initiative of the CRP is a major housing development in the community of Majesty Gardens. The CRP brought together an interagency coordinating committee which included a wide cross section of government and non-government agencies, international development partners, and representatives of the Majesty Gardens Community Development Committee (CDC). This comprehensive approach allowed for the incorporation of all six pillars of the CRP through various strategically planned activities.

The CRP Secretariat

The CRP is being coordinated via a Secretariat which was established in 2011 under the umbrella of the Planning Institute of Jamaica (PIOJ). The approved staff complement of the Secretariat includes a Programme Director, six Specialists to oversee each of the six pillars, a Monitoring and Evaluation Specialist, a programme associate and an Administrative Assistant to handle the backstopping and administrative functions of the Secretariat. At present 5 of the ten positions are filled including the Programme Director, the Socio-economic Development Specialist, the Governance Specialist, the Programme Associate, and the Administrative Assistant.

To ensure the efficient and effective implementation of the CRP by the various implementing agencies, the Secretariat carries out its coordinating mandate through the following mechanisms:

- **Building partnerships among state and non-state entities** - This involves engagement in partnership agreements (MOUs etc.) with key stakeholders in the renewal process, sensitisation meetings with partners and community consultations;
- **Coordination and harmonisation among development partners, state and non-state entities and institutions** - This entails data mining (community profiles, housing surveys, baseline statistics, agency projects/ initiatives etc.), development of databases and coordinating matrices that are shared among partners as well as the organisation of thematic working groups that will assist in providing oversight in the implementation of activities to be implemented by supporting partners.
- **Resource mobilization** - This entails the identification of funding support for partners who wish to implement projects that are essential to the developmental needs of target communities but are short of the resources required to implement these projects.
- **Designing and supporting interventions**·- This mechanism is intended to bring to the fore best practices that are supportive of the objectives of the CRP and which may be employed by implementing partners to advance the transformation of the target communities. It is also intended to identify specific interventions under the six pillars that may be needed to close gaps in implementation and to support the prioritisation of critical interventions.
- **Monitoring and Evaluating** - This mechanism is intended to allow the Secretariat to measure the outputs, impacts and outcomes of interventions of partners at the levels of the community, the CRP progran1me goal and outcomes, and the Vision 2030 Jamaica National Development Plan to which the CRP is aligned. The Vision 2030 Jamaica National Development Plan provides the policy framework that guides the development of Jamaica and provides a blueprint to agencies of government for the development of their policies and programmes. Without an effective monitoring and evaluation system, the CRP Secretariat will be unable to measure the impact of the multiplicity of initiatives on the target communities; the development process in general; and the extent to which the CRP has attained its goal and outcomes. Monitoring and evaluation is therefore a critical component of the CRP.

Current State of Affairs

Given the multi-sectoral, multi-agency and multi-timeline environment in which various initiatives are being undertaken in the CRP communities; the execution of the tasks of the CRP Secretariat

is quite complex. In this regard the development of a robust CRP monitoring and evaluation system and the finalization of an associated strategic implementation plan are imperative. So far, the CRP secretariat has partially drafted a strategic planning framework with a goal, six pillars, related outcomes, and indicators for each of the outcomes. This framework is still in the developmental phase.

II.   OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall Objective

The overall objective of this consultancy is the completion of a strategic implementation plan for the Community Renewal Programme and the development of an appropriate mechanism to measure progress made towards the attainment of CRP's goal and related outcomes.

2.2. Specific Objective

The specific objective of this consultancy is to develop a strategic implementation plan and a Monitoring and Evaluation Framework for the Community Renewal Programme based on CRP and vision 2030 Jamaica planned outcomes; that will allow for the identification and measurement of outputs, impacts and outcomes at the levels of the projects of partners and others, working in CRP communities.

2.3. Requested services

- A desk review of all relevant documents (docs) (including but not limited to CRP docs, docs of all IDPs and other major stakeholders working in CRP communities, Vision 2030 and other relevant development docs).
- Various tasks related to the development of an M&E system for the CRP including but not limited to:
a) building on the existing draft framework as may be necessary; i.e. reviewing and testing the existing draft framework for relevance and adequacy and examining the feasibility of collecting the data that have been identified for use as indicators;
b) identifying the mechanisms for and frequency of data collection as well as the Protocols for data sharing among agencies producing and receiving data;
c) reviewing the various monitoring and evaluation frameworks of the main international development partners (IDPs[21]) of the CRP; and if required engage partners in a participatory process to ensure alignment of their various M&E systems with the finalized CRP monitoring and evaluation system;
d) identifying the appropriate mechanisms for storing and receiving as well as sharing data;
e) under the direction of the CRP Director and in close collaboration with the IT Department of the PIOJ, design the approved M&E system;
f) assist in Developing formats and processes for reporting to the CRP by implementing partners (which should include quarterly progress reporting, and annual review, formats).
- Make recommendation for timing and methodologies for external reviews, evaluations and impact assessments of the CRP.
- Make recommendations for the sustainability of the M&E framework.

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[21] EU, CIDA, WB and USAID

- Training of relevant stakeholders on the use of the M&E system.
- Facilitate presentation of the M&E system to relevant stakeholders.
- Submission of monthly repo1ts aligned to work-plan in force for the specific period. These reports will include updated work-plans for the following period.
- Any other duty as is relevant and required for efficient implementation of the consultancy.

2.4. Required Outputs

- Desk Report and Draft work-plan
- Monthly progress reports
- CRP M&E System which should include:
a) An outline of the methods and protocols for sharing information among implementing partners under the CRP framework
b) Formats and processes for reporting to the CRP by implementing partners
- Development of M&E training manual which should include:
a) Guidelines for support to implementing partners in monitoring and evaluation in CRP communities:
- Provision of M&E Training for relevant personnel
- CRP Secretariat strategic coordinating, monitoring and implementation plan which should include but is not limited to:
a) Documented structure for the Secretariat's coordinating, monitoring and evaluation oversight function of the multiple CRP initiatives at the following levels:
- Policy
- Implementing organizations
- Community
- Recommendations for timing and methodologies for external reviews, evaluations and impact assessments of the CRP
- Sustainability Plan for the M&E framework

Working languages

English is the language of the contract.

Number of requested experts per category and number of man-days per expert or per category.
One Category II expert is required for a grand total of 82 working days for the performance of the consultancy.

III.   EXPERTS PROFILE

Monitoring and Evaluation Specialist

Qualifications and Skills

The candidate is required, at a minimum, to have a post-graduate degree in Monitoring and Evaluation, Development Studies, Project Management, Sociology or another relevant area. If not the primary degree, the candidate should have certified training in monitoring and evaluation.

Proficiency in the use of Microsoft Office Suite or comparable software for word processing, spread sheet, presentation tools, etc. is required and competence with data processing software such as SPSS would be a distinct advantage.

General professional experience

The Consultant should have a minimum of 6 years of experience in the area of community development inclusive of vulnerable and volatile communities in developing countries" Familiarity with participatory approaches which engage primary stakeholders fully throughout the project cycle process is preferred".

Experience in the English-speaking Caribbean would be an advantage.

Specific professional experience

A minimum of 6 years' experience in the designing of monitoring and evaluation systems is required" Experience in designing such systems for social development programmes in developing countries would be an advantage.

Experience in the preparation of strategic implementation plans for multi-sectoral multi-agency programmes is required" Experience in designing such plans for social development programmes in developing countries is an advantage.

Specific Requirements

The Monitoring and Evaluation Specialist will work closely with the Programme Director of the CRP and consult other technical specialists as needed in the performance of the consultancy" The minimum time input of the Monitoring and Evaluation Specialist in Jamaica shall be 82 working days over the period of implementation of the contract.

IV.   LOCATION AND DURATION OF THE ASSIGNMENT

The operational base for the consultant will be the offices of the Planning Institute of Jamaica Kingston, Jamaica" This assignment will be for 140 days starting April 20, 2015. Expenses related to the presentation of the M&E framework to relevant stakeholders will be funded by the Secretariat of the Community Renewal Programme.

V.   REPORTING

5.1 Reporting Requirements

In addition to the reports required at Point *2A,* an inception report must be submitted within 2 weeks of arrival in Jamaica. There must also be a final report, a final invoice and a financial report accompanied by original supporting documents and copies of the timesheets, setting out the days actually worked and the incidental expenditure.

The final draft report must be submitted at least three weeks before the end of the period of implementation of the tasks.

5.2. Submission & approval of reports

Two (2) hard copies and one electronic copy of the reports referred to above must be submitted to the European Union Delegation in Jamaica (The Delegation} One (1) hard copy and one electronic copy of each report shall be forwarded at the same time by the Contractor to both the Planning Institute of Jamaica (PIOJ) and the Secretariat of the CRP. The Secretariat of the CRP will provide consolidated (PIOJ/Secretariat) feedback on the reports to the Delegation. The Delegation will transmit approval of reports to the Contractor. The reports must be written in English.

VI.   INCIDENTAL EXPENDITURE

The Provision for incidental expenditure covers the ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs which should be covered by the Consultant as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract. It covers:
-    Travel costs and subsistence allowances for missions, outside the normal place of posting, to be undertaken as part of this contract.
-    The Provision for incidental expenditure for this contract is EUR 36,963.00 this amount must be included without modification in the Budget breakdown.

Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the Web site:
http://ec.europa.eu/europeaid/work/procedures/index en.htm at the start of each such mission.

VII.   MONITORING AND EVALUATION

The contractor will specifically be monitored by the following:
-    Degree of achievement of deliverables
-    Timely submission of deliverables
-    Quality of deliverables
-    Timely management of contractual obligations

5.2. Annex 2: List of Persons Met

	Organisation/Programme	Name / Position
1.	Citizen Security and Justice Programme	1. Orville Simmonds - Senior Regional Coordinator 2. Brian Gregory - Monitoring and Evaluation Specialist 3. Unicie Delapenha - Senior Governance Officer
2.	Department for Foreign Affairs, Trade & Development (DFATD)	4. Mr. Walter Bernyck - Counsellor and Head/Premiere Secretaire (Development) 5. Kelly Thompson - First Secretary (Development)
3.	Department for International Development (DFID) Jamaica British High Commission	6. Sarah Barnett - Governance Advisor
4.	Delegation of the European Union to Jamaica, Bahamas, Belize, Turks and Caicos Islands and Cayman Islands	7. Paola Amadei - Ambassador Head of Delegation 8. Jesús Orus Baguena, Head of Cooperation 9. Marlene Lamonth, Project Manager, Economic, Social Development & Trade Section
5.	HEART /Trust NTA	10. Elizabeth Terry - Director Special Projects
6.	Jamaica Business Development Corporation	11. Lisa Taylor Stone - Project Management and Research 12. Keera Walters - Assistant Manager Business Advisory Services
7.	Jamaica For Life Long Learning (JFLL)	Dr. Grace Munroe - Executive Director Janet Allen - Special Projects Manager
8.	Inter – America Development Bank	13. Mrs. Therese Turner-Jones - Representative 14. Camila Mejia - Modernization of the State Specialist
9.	Jamaica Social Development Fund, Poverty Reduction Programme IV (PRP 4)	15. Dr. Eleanor Henry - Project Coordinator
10.	Jamaica Social Development Fund	16. Mona Sue –Ho - Social Development Manager 17. Kimberly Wilson - Monitoring and Evaluation Specialist 18. Loy Malcolm - General Manager/ Technical Services
11.	Kingston & St. Andrew PDC	19. Joseph B. Cox - Chair
12.	Ministry of Justice	20. Peter Parchment - Senior Director Strategic Planning Policy Research and Evaluation
13.	Ministry of National Security	21. Courtney Brown - Director of Crime Prevention and Community Safety 22. Michelle Lemmon - Director of Organised Crime
14.	National Association of Parish Development Committee	23. Eureka Douglas: General Manager
15.	National Housing Trust	24. Donald Moore - Senior General Manager Construction and Development 25. Keith Clarke - Manager ICHP Project 26. Christopher Montgomery - Project Officer
16.	National Parenting Support Commission	27. Patricia Charles - Chief Executive Officer 28. Phillipa Livingstone - Director of Research and Development 29. Peta-Gay Waugh - Director of Parenting Support, Coordination and Behavioural Change
17.	Organization of American States	30. Jeanelle van Glaanenweygel - OAS Country Representative
18.	Peace Management Initiative	31. Damian Hutchinson - Project Manager 32. Milton Tomlinson - Mediation Specialist

	Organisation/Programme	Name / Position
19.	Planning Institute of Jamaica	33. Colin Bullock, Director General
		34. Charles Clayton – CRP Programme Director
		35. Richard Lumsden – Deputy Director General
		36. Barbara Scott – Deputy Director General, External Cooperation
		37. Claire Bernard – Deputy Director General, Sustainable Development
20.	Kingston & St. Andrew PDC	38. Joseph B. Cox - Chair
21.	Social Development Commission	39. Dr. Dwayne Vernon - Executive Director: 40. Sherine Walker Francis - Director Governance 41. Juanita Reid - Director Research 42. Corelle Steel - Priority Plans/ Programme Development 43. Sandra Gouldbourne - KSAC Parish Manager
22.	Unite for Change	44. Patricia Sutherland - Project Manager 45. Dr. Grace Ann Cornwall - Director of Research and Evaluation Unit 46. Tasheka Davis - Research Officer 47. Sasha Gaye Lowther - Project Assistant
23.	United Nations Development Programme (UNDP)	48. Richard Kelly - Programme Specialist
24.	USAID: COMET 11	49. Alan Bernard - Democracy and Governance Specialist
25.	World Bank	50. Claudia Trejos

5.3. Annex 3: CRP Community Selection Process

The CRP was a response to the deep-rooted issues of social exclusion, poor governance and crime highlighted by the violence and subsequent incursion by the security forces in West Kingston in May 2010. The intention is to focus on concentrating and coordinating the delivery of services in priority areas in order to achieve sustainable results and not risk spreading resources too thinly. The decision was therefore made to focus efforts on the five most crime-affected parishes (which together are responsible for 70% of all murders and serious crimes), and within those five parishes on the 100 most volatile and vulnerable communities. An effort was made to combine focus on volatility (where crime and violence are high at the moment) and vulnerability (communities that exhibit a number of known risk factors which make it likely that crime and violence will increase in the future).

The community selection process was led jointly by PIOJ and MNS as it was agreed that the 100 communities would be the priority focus for the National Crime Prevention and Community Safety Strategy as well as the CRP. An inter-agency committee consisting of MNS, PIOJ, JCF, SDC, JSIF and VPA was convened to agree on selection criteria for these communities. It was agreed that the process has to be objective and as scientific as possible in order to ensure there could be no accusations of political bias. Because of the pressure of time, the committee decided that the criteria chosen had to be ones for which data was already available, or could easily be got from partner agencies, at the community level. For example, unemployment data is only currently collected at the parish level and so could not be used to help select communities. The following selection criteria were selected by the committee with their data sources:

Volatility Criteria:
o   Murders and shootings (data from JCF)
o   Violence-related injuries (data from MoH)
o   Presence of gangs (data from JCF)

Vulnerability Criteria:
o   Child abuse (data from CDA)
o   Teenage pregnancies (data from RGD)
o   Accessibility of communities for policing (data from JCF)
o   Child literacy (data from MoE)
o   Ex-convicts (data from JCF)
o   Poverty (data from PIOJ)
o   Squatter settlements (data from MoWH).

It was decided by the committee that most of the variables were of equal importance and so were all given a weighting of 1. However, it was felt that the presence of gangs should receive a higher weighting of 1.5. This was partly because of the Tivoli phenomenon where you could have a very powerful gang responsible for a lot of insecurity in the country but the actual crime levels and VRIs in their own community were very low. If we didn't therefore give the presence of gangs additional weighting, these communities could be missed off the list. The presence of gangs was also given higher weighting because it shows where gang members are located and so indicates where there are a lot of youth who should be a priority target for services under CRP.

The poverty criterion was given a lower weighting of 0.5 because the data was old from the 2001 poverty map. Evidence also shows that there is no correlation between poverty and high levels of crime and violence. Inequality is actually a more significant predictor.

The squatter settlement criterion was also give a lower weighting of 0.5 because this data just indicates whether there is at least one squatter settlement in that community. It does not therefore indicate the size and population of the settlements and so does not differentiate between a community like Norwood which is essentially one massive squatter settlement and one like Barbican which might have a couple of small squatter settlements on gully banks which only house a comparatively small number of people.

Once the criteria were agreed upon then PIOJ and MNS began the process of collecting the data from partner MDAs. The process started in September 2010 and so it was decided to use 2009 data for all the variables as full data-sets for 2010 were not yet available. No MDA currently aggregates its data at the community level and so this was a new exercise for all concerned. The data was requested in point format with individual addresses where possible to enable PIOJ to plot it using GIS. However, it was found that precise addresses did not exist in many cases for the majority of entries. This was either due to errors in data entry by partner MDAs or often simply because in squatter settlements and rural areas houses do not have numbers and streets do not have names. In these cases, PIOJ, MNS and SDC staff went through the data entries manually and allocated them to communities based on the PIOJ poverty map boundaries and what address information there was. Entries which did not possess enough information to allocate them to a community were discarded.

Once compiled, the data was then computed by statisticians at PIOJ. The number of cases of a particular phenomenon (e.g. murders, teen pregnancies) in each community was calculated as a ratio of the population in that community to ensure that small and large communities were treated proportionally.

Ranking tables were then produced according to three sets of variables: volatility, vulnerability and all variables. Then all variables ranking was used as the basis of the selection of the top 100 communities.

5.4.   Annex 4: Listing of 100 CRP Communities by Phase

PHASE 1		
Kingston & St. Andrew	**St. James**	**St. Catherine**
1. Allman Town 2. Arnett Gardens 3. Campbell Town 4. Central Downtown 5. Cockburn Gardens 6. Delacree Park/Union Gardens 7. Delacree Pen 8. Denham Town 9. Drewsland 10. East Downtown 11. Fletcher Land 12. Franklyn Town 13. Greenwich Town/New Port West 14. Hannah Town/Craig Town 15. Jones Town 16. Majestic Gardens 17. Marverley 18. Maxfield Park 19. New Haven 20. Penwood 21. Rae Town 22. Rema 23. Riverton City 24. Rose Town 25. Seaview Gardens 26. Seaward Pen 27. Southside 28. Tivoli Gardens 29. Tower Hill 30. Trench Town 31. Waltham Gardens 32. Waterhouse 33. West Downtown 34. Whitfield Town	1. Downtown Montego Bay 2. Flanker 3. Mount Salem 4. Norwood	1. Caymanas 2. Central Village 3. Spanish Town Central

PHASE 2			
Kingston & St. Andrew	**St. James**	**St. Catherine**	**Clarendon**
1. August Town 2. Bull Bay/Seven Miles 3. D'Aguillar Town/Rennock Lodge 4. Gordon Town 5. Grants Pen 6. Harbour View 7. Johnson Town 8. Kintyre 9. Lawrence Tavern 10. Mountain View Gardens 11. Nannyville 12. Norman Gardens	1. Granville 2. Tucker 3. Retirement 4. Salt Spring 5. Flower Hill 6. Orange 7. Adelphi 8. Green Pond	1. Bartons 2. Old Harbour 3. Kitson Town 4. Gregory Park 5. Waterford 6. Naggo Head	1. Sandy Bay 2. Bucknor 3. Treadlight 4. Bucks Common 5. May Pen Proper 6. Palmers Cross 7. Lionel Town 8. Hayes

13. Passmore Town 14. Richmond Park 15. Rollington Town 16. Springfield 17. Stony Hill 18. Swallowfield 19. Vineyard Town 20. Woodford Park			
PHASE 3			
St. Catherine	**Clarendon**		**St. James**
1. Linstead 2. Bogwalk	1. Osbourne Store 2. Four Paths 3. York Town 4. Milk River 5. Race Course 6. Brixton hill 7. Ashley 8. Beckford Kraal 9. Chapelton		1. Barrett Town 2. Lilliput 3. Bogue 4. Anchovy 5. Mount Carey 6. Cambridge

5.5. Annex 5: The ABCD Model

Components of the Community Renewal Index[22]

Security – Murder rate, rate of serious crimes excluding murder, Presence of gangs and tier ranking – (Police, statistics)

Societal values – Percentage of population reporting improved skills in coping, planning, negotiating problem solving, conflict resolution etc. (focus groups)

Cohesion – Strength of CDC/Citizen's Association, Broad based mechanism for decision making (1. does one exist 2. is it formal or informal) (SDC)

Justice mechanisms – Existence of Justice points, incidences of social unrest, road blocks, demonstrations etc. (JCF, DRF)

Prosperity – Rate of employment/unemployment, Poverty rate/non poor rate, level of certification, educational attainment (STATIN survey) - Percentage of population that has graduated from High school or higher with 5 or more CXCs as per Vision 2030

Healthy environments – State of built and natural environments, access to primary healthcare, community preparedness for hazards, existence of waste disposal and waste reduction mechanisms (assessments by relevant authorities)

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[22] This information was shared by the CRP Programme Director on February 15, 2016

Measure/Indicator		Score	Standardized score = fraction of 1	Weight	Weighted score	
Security	Murders per 1000	2/1000	0.8	15	12	Indicators for murders and major crimes are scored in reverse of the rates because the desired result is lower crime rates. Major crimes and murders are recorded per 1000 with the maximum for murders assumed at 10/1000 representing the highest ever recorded and the minimum 0/1000 and the maximum for major crimes at 20/1000 and the minimum 0/1000 on the same basis
	Major crimes less murders per 1000	10/1000	0.5	10	5	
Societal values		50%	0.5	10	5	% of focus groups that accept positive values
Cohesion		0.5+0.5	1	10	10	Each value represents components of cohesion. Value 1 = degree of existence of community organisation. Value 2= degree of formalization (i.e. registered or not)
Justice Mechanisms		0.5+0.5	1	10	10	Each value represents components of Justice mechanisms. Value 1 = degree of existence of justice points. Value 2= frequency of interpersonal conflicts reported to the police and or community level demonstrations (the lower the level, the better score sop cores are in reverse of the indicator values)
Prosperity		85	0.85	15	12.75	Level of employment
		45	0.45	10	4.5	% of non-poor
		75	0.75	10	7.5	% of population meeting minimum educational standard as per Vision 2030
Healthy Environments (Composite score)		0.75	0.75	10	7.5	Composite Score based on established criteria
Total			6.6	100	74.25	

*Indicators are converted to standardized values using the following formula: Normalized/Standardised Variable = Actual Value – Minimum Value divided by Maximum Value - Minimum Value.   They are then weighted as percentiles that add up to a maximum of 100 when combined on a composite index. All indicator values are dummy data while the weights are merely assigned to test the methodology. Real data and accepted weighting will be used once the Index has been accepted as valid.

5.7. Annex 7: Monitoring & Reporting Form (Modified PMF)

Instructions: This following is to be completed and submitted to CRP Secretariat for aggregation	
Name of Project/Programme:	
Implementing agency:	**Ministry of National Security**
Reporting Period:	January 2016 – June 2016
Submitted by:	C. Nelson, M&E Officer & CRP Focal Point
Date of submission:	July 31, 2016
Contact Information:	

Expected Results	Performance Indicators	Agreed Target	Progress Towards Targets	Rating of Progress (On track, Not on Track, Lagging)	Challenges, lessons learned and best practices related to your project
OUTCOMES					
Component 2: Social Transformation					
Intermediate Result 2.1: Improved social inclusion and cohesion	1. Level of trust between community members, state actors, non-state actors and neighbouring communities				
	2. Percentage of population that report that their neighbours are willing to help them				
Immediate Result 2.1.1: Improved social skills among target populations	3. Percentage of population in CRP communities reporting improved knowledge in coping, planning, negotiating, problem-solving, and conflict resolution				
Immediate Result 2.1.2 Reduced inter and intra community conflict	4. Reported incidents of inter and intra community conflict				
	5. Percentage of population in CRP communities reporting increased ability to traverse freely across (invisible) community lines				

5.8. Annex 8: Example of Indicator Reference Sheet Template

Indicator:	*Insert the exact indicator name and number if assigned one*
Result to Which Indicator Responds:	*The specific result (statement) that this indicator corresponds to*
Level of Indicator:	*Does this indicator respond to an INPUT, OUTPUT, OUTCOME, or IMPACT level result?*
Description	
Definition/Purpose:	*Unpack as much as possible the specific definition of this indicator. Spell out nearly every word so that all who come across or use this indicator will have the same complete specific understanding of what this indicator is intended to measure.*
Unit of Measure:	
Disaggregated by:	
Method of Calculation:	
Plan for Data Acquisition	
Data Collection Method:	*When is this data to be collected?*
Data Source:	*From where/whom was the data collected? (What is the origin ere was the data borne?)*
Frequency of Data Acquisition:	*How often are the data collected?*
Responsible Agency/Agencies:	**Individual Responsible:** *Who is responsible (what position) is responsible for collected data?*
	Location of Data Storage: *Where, specifically (which office, which drawer) are the raw data stored?*
Data Quality Issues	
Known Data Limitations and Significance:	*Are there identified threats to the quality of this data? Consider: Validity / Reliability / Integrity / Precision / Timeliness*
Actions Taken or Planned to Address this Limitation:	*What are some steps you have taken to manage the possible threats to data quality.*
Internal Data Quality Assessments:	*Have you performed your own Data Quality Assessment?*
Plan for Data Analysis, Review & Reporting	
Data Analysis:	*Do the data from this indicator require a specific plan for analysis? If yes, please describe. If not, please delete this section for this indicator.*
Review of Data:	*Do the data from this indicator require a specific plan for review (internal / external) before dissemination? If not, please delete this section.*
Using Data:	*Where must the data from this indicator go? Funders? Internal / external decision makers. Who needs this information to make decisions?*
This sheet was last updated on: **Other notes / comments:**	

5.9. Annex 9: Examples of Filled Indicator Reference Sheets

Indicator:	Percentage of indicators in CRP M&E Framework for which baseline data are available
Definition/Purpose:	Number of indicators in the CRP M&E Framework which have baseline data as a percent of the total number of indicators presented
Unit of Measure:	
Disaggregated by:	By type of results – outputs; outcomes
Method of Calculation:	Numerator: Number of indicators in the CRP M&E Framework which have baseline data Denominator: total number of indicators presented in CRP M&E Framework
Data Source:	CRP Progress Report
Frequency of Data Collection:	
Responsible Agency/Agencies:	CRP Secretariat
Comments and Limitations:	Indicator showing progress in implementing the M&E plan.
Indicator:	**Number of reported cases of all forms of child abuse and violence**
Definition/Purpose:	Total number of reported cases of all forms of child abuse and violence
Unit of Measure:	Number
Disaggregated by:	By type, gender, age, location
Method of Calculation:	Count
Data Source:	Reports from CDA, OCA, OCR Police/ CISOCA
Frequency of Data Collection:	Annually
Responsible Agency/Agencies:	CDA, OCA, OCR, Police/CISOCA,
Comments and Limitations:	

5.10.   Annex 10: Target Setting Worksheet

Indicator:	Year One			Year Two			Year Three			Notes:
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	

5.11.   Annex 11: Example M&E Stakeholder Assessment Table

Who (Stakeholder)	What information is required?	Why is the information required?	When is the information required?	How will the information be communicated? (format)	M&E Role/Function
CRP Secretariat management	CRP Progress reports	Decision making and strategic planning	Monthly	Indicator tracking table, quarterly project reports, annual strategic reports	Manage M&E system
CRP Secretariat Staff	CRP Progress reports	Understand decisions and their role in implementation	Monthly	Weekly field reports, indicator tracking table and quarterly project reports	Collect monitoring data – supervise community members in data collection
CRP Secretariat	Annual programme information	Organizational knowledge sharing, learning and strategic planning	Annual	CRP M&E Framework Reporting format	Review and feedback on report
Implementing (bilateral) partner	Project reports	Accountability, collaboration, knowledge sharing and conserve resources	Monthly	Quarterly project reports with feedback form	Review and supplement project report narrative with feedback/ input

5.12.   Annex 12: Template for Costing CRP M&E Activities

Key M&E Activities (Survey, Focus Group, Data Base Development, M&E Plan Development, Dissemination, Data Quality Assessment)	Salaries	Consultant	Travel	Meetings	Documentation	Dissemination
M&E Activity 1						
M&E Activity 2						
Total						

TERM	MEANING
Assumptions	Hypotheses about factors or risks which could affect the progress or success of a development intervention.
Baseline	Information gathered prior to a development intervention about the condition or performance of subjects against which variations are measured.
Benchmark	Reference point or standard against which performance or achievements can be assessed. Note: A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances.
Capacity	The potential ability or suitability of serving a role, executing a function or providing a service.
Data	Specific quantitative and qualitative information or facts stored or processed by a computer.
Data Source	The origin of the data or information collected.
Effects	An observed change due to a program intervention. Also see **result**, **outcome**.
Effectiveness	Measure of success in achieving a desired outcome from an intervention that has been conducted in a "real-world" setting, despite attendant conditions that could compromise efficacy. In the context of a program intervention, where, for example, protected sexual intercourse is to be promoted, the efficacy of condoms in preventing transmission and unwanted pregnancy is quite high, but their effectiveness is impaired due to inconsistent or incorrect use.
Efficiency	Comparative assessment among different approaches in the level of resources (human, materials and money) deployed and/or time expended to achieve a program output or outcome. In simple terms, a study of program efficiency should help determine if the work is being done correctly, whereas a study of effectiveness should reveal if the correct work is being done. Also see **effectiveness**.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision–making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention. Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons. Related term: review.
Feedback	The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.
Goal	The higher-order objective to which a development intervention is intended to contribute. Related term: development objective.
Impacts	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Related term: performance monitoring, indicator.
Objective	Statements that describe desired, feasible, program results in terms that are specific and measurable. Objectives represent a quantification of the goal. Also see **goal**.
Outcome	The likely or achieved medium-term and long-term effects of program interventions. Also see **result**, **output**, **impact**.
Output	Direct deliverable of a program (for example, training or intervention sessions completed, persons served or reached, materials created or distributed).
Participatory evaluation	Evaluation method in which representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation.
Partners	The individuals and/or organizations that collaborate to achieve mutually agreed upon objectives. Note: The concept of partnership connotes shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations. Partners may include governments, civil society, non-governmental organizations, universities, professional and business associations, multilateral organizations, private companies, etc.
Performance	The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.
Performance indicator	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned. Related terms: performance monitoring, performance measurement.
Performance measurement	A system for assessing performance of development interventions against stated goals. Related terms: performance monitoring, indicator.
Performance monitoring	A continuous process of collecting and analyzing data to compare how well a project, program, or policy is being implemented against expected results.
Result	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention. Related terms: outcome, effect, impacts.
Results framework	The program logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions. Related terms: results chain, logical framework.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms. Related term: evaluation.
Risk	Internal or external uncertainty surrounding future negative factors that may adversely affect project success.
Stakeholders	Agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.
Survey	Systematic collection of information from a defined population, usually by means of interviews or questionnaires administered to a sample of units in the population.

Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target	This could represent the expected level of program input needed, output achievement/performance or timeliness of objective attainment. It is set during the planning stage and is used as a reference during project monitoring and evaluation.
Validity	Degree to which the data measures or describes a phenomenon as it was intended to be measured or described. Data validity is analogous to data accuracy, as both consider whether what is to be measured is actually being measured.

5.14. Annex 14: References

OECD. (2010). *Glossary of Key Terms in Evaluation and Results Based Management*.

Online version of Proving and Improving: a quality and impact toolkit for charities, voluntary organisations and social enterprise, downloaded at http://www.proveandimprove.org/tools/ABCD.php, January 2016.